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MAY 26 1950

# Sales Management

THE MAGAZINE OF MARKETING



**Summer Ads: 15% More Effective**

See page 102



**New 5-Way Pay Plan Cuts Lapses  
To All-Time Low for Mutual Life**

See page 78



MAY 20, 1950



THIRTY-FIVE CENTS



Motion Pictures  
 Meetings Packages  
 Television Commercials  
 Demonstration Devices  
 Screen Advertising  
 Skits  
 Cartoon Comedies  
 Training Manuals  
 Slidesfilms  
 Pictorial Booklets  
 Transparencies  
 Slides  
 Film Distribution  
 Turnover Charts  
 Meeting Guides  
 Tape Recordings  
 Disc Recordings  
 Promotion Pieces  
 Poster Charts  
 Banners  
 Training Devices  
 Quiz Materials  
 Speech Coaching  
 Pageants  
 Stage Management  
 Portable Stagettes  
 Meeting Equipment  
 Projection Service  
 Technicolor  
 Field Surveys

## One Stop Service

Think about the modern bank a moment. Not just a money vault, it offers one stop service for nearly every financial need: checking, savings, safe deposit, loans, investment guidance and more. That way a bank gives the greatest service at the lowest cost.

→ In just such a way Jam Handy is organized . . . It offers a service for nearly every sales promotional and film advertising need.

You can easily see why that is better. One stop service saves time. One source of supply saves duplicate explanation costs. Having the whole job done by one self-contained organization saves confusion and duplication of supervisory time.

→ Look at this list of Jam Handy products and services. If you have a sales meeting program, a sales promotion activity or a film advertising project, get all the specialized help in one easy step: write or phone—

*The*  
**JAM HANDY**  
*Organization*

Offices →

NEW YORK • WASHINGTON • DAYTON • DETROIT • PITTSBURGH • CHICAGO • LOS ANGELES



60.5% of ALL  
COSMETIC ADVERTISING  
FROM DETROIT'S THREE  
LARGEST DOWNTOWN  
DEPARTMENT STORES\*  
APPEARS IN  
**THE DETROIT FREE PRESS**

\*CROWLEY MILNER & CO.

J. L. HUDSON CO.

ERNST KERN CO.

FREE PRESS lineage.....276,549

1st evening paper.....128,558

2nd evening paper..... 51,826

Three of the largest retail advertisers in Detroit believe that the women who read The Detroit Free Press every day are the best prospects for cosmetic advertising. At least that is the only sensible inference to draw from their preferred use of this newspaper for toiletries promotion. You, too, can do the same kind of a selling job in Detroit through the use of The Free Press.

**The Detroit Free Press**

JOHN S. KNIGHT, PUBLISHER

Story, Brooks & Finley, Inc., National Representatives

AMONG ALL MORNING NEWSPAPERS  
IN AMERICA THE FREE PRESS IS  
FIRST IN CIRCULATION INCREASES

# All the Significant News of business, industry and finance



## THE Journals of Commerce

TOP MANAGEMENT'S  
GOOD RIGHT HAND

53 Park Row, New York 15, N. Y.  
12 East Grand Ave., Chicago 90, Ill.

## Sales Management

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# The Universal Desideration of the Sales Manager

**"To have a salesman  
present at the precise  
moment of purchasing  
decision"**

★ Your sales message in Thomas Register will have the buyer's attention when he is actually interested in buying your product. This is second in importance to your salesman being present at the precise moment, and is the initial step to a request for the salesman's valuable presence.

**"8,500 T.R. Advertisers  
Can't Be Wrong"**

HABITUALLY CONSULTED BY ALL DEPARTMENT HEADS, REPRESENTING 60% OF THE TOTAL INDUSTRIAL PURCHASING POWER OF THE U. S., WHO ARE CONCERNED WITH WHAT TO BUY & WHERE TO BUY.

96% ABC Paid Circulation

# THOMAS REGISTER

461 EIGHTH AVENUE • NEW YORK 1, N. Y.



# Fact Finders AT WORK!



## It Takes a Thorough Research Program Like MAYFLOWER'S to Provide SAFE, DEPENDABLE SERVICE

Better long-distance moving service for you and your company's personnel is Mayflower's business. And that depends on having the facts about the kind of service being performed, operations results, equipment records . . . a whole host of information that tells us how we are doing from every angle! The Mayflower Research Program is maintained for this purpose, and equipped with the latest in business data analyzing machines. Many improvements have resulted from the painstaking and thorough-going work of this department . . . improvements that mean greater safety and satisfaction for the people you move, and greater value for your company's transportation dollar!

### AERO MAYFLOWER TRANSIT COMPANY • Indianapolis

Mayflower's organization of selected warehouse agents provides on-the-spot representation at the most points in the United States and Canada. Your local Mayflower agent is listed in the classified section of your telephone directory.



SM

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May 20, 1950 Volume 64 No. 11



SALES MANAGEMENT

# America's 3<sup>rd</sup> Market

## POPULATION

1. New York ..... 13,042,000
2. Chicago ..... 5,261,300
3. Los Angeles ..... 4,233,500
4. Philadelphia ..... 3,653,300
5. Detroit ..... 2,995,000

## RETAIL SALES

1. New York ... \$12,112,731,000
2. Chicago ..... 5,679,071,000
3. Los Angeles ... 4,916,077,000
4. Detroit ..... 3,398,991,000
5. Philadelphia ... 3,325,925,000

## Effective Buying Income

1. New York ... \$23,040,076,000
2. Chicago ..... 9,554,717,000
3. Los Angeles ... 7,049,082,000
4. Philadelphia ... 5,566,756,000
5. Detroit ..... 4,442,597,000

## MARKETS DEFINED

**NEW YORK** ... Bronx, Kings, Nassau, New York, Queens, Richmond, Rockland, Suffolk and Westchester Counties, New York; and Bergen, Essex, Hudson, Middlesex, Morris, Somerset, Passaic and Union Counties, New Jersey.

**CHICAGO** ... Cook, Du Page, Lake and Will Counties, Illinois; and Lake County, Indiana.

**LOS ANGELES** ... Los Angeles and Orange Counties, California.

**PHILADELPHIA** ... Bucks, Chester, Delaware, Montgomery and Philadelphia Counties, Pennsylvania; and Burlington, Camden and Gloucester Counties, New Jersey.

**DETROIT** ... Macomb, Oakland and Wayne Counties, Michigan.

LARGEST DAILY AND HOME-DELIVERED CIRCULATION ON THE PACIFIC COAST

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**LOS ANGELES**

REPRESENTED BY CRESMER AND WOODWARD, NEW YORK, CHICAGO, DETROIT AND SAN FRANCISCO

MAY 20, 1950



# The Human Side

## **OBLIGATO TO COMMERCE**

Last Christmas the Bowery Savings Bank, in its big, marble 42nd Street branch, regaled its depositors—and withdrawers—with appropriate music played on a Hammond organ by a personable young lady. This spring, around Easter time, the same young lady was again perched at the console filling the far reaches of the building with Alleluias. We wondered how and why she got there and after some first-rate sleuthing tracked the matter down to Steinway Hall. There, in the Hammond Organ Department, a young man, barely 25, who is staff organist of the Department, name of Stanton Hyer, sat down and acquainted us with the facts of the case. A Hammond Organ on the other side of the room being given a test run by a prospect, played a Bach Fugue as background for our talk.

Was Steinway making these installations only in the Bowery Bank, we asked. Not a bit of it, replied Mr. H. "Steinway has installed more than 100 Hammond Organs in banks in the New York City area," he added. Some are permanent installations. One large bank has recently installed a Hammond which plays continuously and the bank even has a staff organist. It's not just for the customers; in this case the bank decided that its employees' efficiency rose when the organ was in operation.

Other banks, said Mr. Hyer, accept Steinway's offer to rent them an organ for Easter or Christmas and become so enamoured of the instrument that they buy it. It's not uncommon for banks to use wired music but during special seasons of the year many of them like a more personalized concert.

We asked where the banks get organists to go with the organs. The Hammond Organ Department at Steinway, we learned, has a list of fine organists available who don't mind sitting out in front of depositors all day nor object to the rustling of folding money as competition.

Nor is this a new idea—this organ rental to banks. Steinway has been renting the Hammond to institutions since the instrument was introduced in 1935. One of the first banks to take advantage of the service was one in Great Neck, L. I. That bank's president happens to be an organist of no mean accomplishment himself. Originally he rented a Hammond for the bank as an experiment and it was so well received by customers that the bank bought it. Now the president often plays it on the bank's floor personally. Mr. Hyer firmly believes that the bank has thrived, to some extent, because people feel that it must be a very human institution indeed which has a president who not only doesn't wall himself away from his depositors but actually entertains them.

Steinway seemingly never lets an opportunity pass to show off the Hammond. Not only does it rent the instrument to banks, it takes one, each year to the Danbury Fair, shows it at community centers and at home shows. "We plant the idea of a personal organ for their home in

the minds of people," said Mr. H. "When they see the smaller Hammond can be moved out of doors or unplugged from the wall socket and shifted to another room with ease, they picture a Hammond in their own homes."

And banks are not the only Hammond renters or owners. Department store installation, especially at Christmas time, is heavy. Among the renters: New York's Saks Fifth Avenue.

Mr. Hyer feels that this aggressive promotion on Steinway's part accounts for the fact that while Steinway is not the exclusive distributor of Hammonds in New York City, it sells in the neighborhood of 90% of the Hammonds in the area.

One of Mr. Hyer's favorite stories concerns an enterprising young lady who makes her living by playing her own Hammond organ in banks and other places. She loads the organ into her station wagon and toots off. Recently Steinway sent her out to give a rather fancy concert. A few minutes before the concert was to begin the young lady, in a white evening dress, discovered that a tube had blown in the Hammond. She quickly donned overalls, dragged out her tool kit and made the necessary repairs. The concert went on as planned.

## **HOW TO SELL AN INTANGIBLE**

If you, as a sales executive, haven't yet been called on to make a talk before a high school or college class on the merits of a career in sales, chances are your number is coming up. You'll be selling an intangible—and if you think that's a tough order you might learn a lot from an organization which is doing a first-rate job of selling intangibles: the U. S. Navy. It goes about its sales job in a business-like way. You might go about the job in a Navy-like way.

The Navy has long known that its sales problem is special. It doesn't ask for a man's money: It asks for a definite number of years of the man's life. Some 20 months ago the Navy went all-out in its recruiting drive, using modern visual-presentation methods to make those intangibles seem more tangible. It called in the firm of Hile-Damroth and gave it the job of preparing presentations which could be used by Navy personnel, in charge of recruiting, in all parts of the country. The presentation had to be interesting enough to hold prospects' attention and concise enough for regular Navy personnel to present. Hile-Damroth built the presentation around its "Black Magic" board, a rectangular wooden frame, covered with a special cloth. Full color visual art symbols were created to adhere to the cloth as they are placed on the covered board. Before the art symbols are placed on the board the recruiter tells his audience what he is going to say. As he places each symbol on the board he explains the visual symbol. When he removes the symbols he tells his point again. He follows the teaching axiom; "Tell them what you are going to say, tell them, tell them what you said."



In no other market will you find all of these services to help you plan your advertising effectively and merchandise it so completely! Here, along with the Bureau of Advertising standard data and market folder, is everything you need . . . and it's all available from The Indianapolis Star and News:

- 5th Annual Consumer Analysis
- Continuing Grocery Inventory
- Spot Distribution Checks
- Mailings to Trade
- Personal Retail Contacts
- Shopping Area Maps, Route Lists
- Assistance at Dealer and Distributor Meetings

The Indianapolis market gives you unusual economic diversification for sustained demand . . . excellent transportation and distribution to serve it . . . plus the complete, effective coverage of The Indianapolis Star and The Indianapolis News to reach it. Whatever your needs in Indianapolis . . . The Star and The News will help you. Send for full information today!

KELLY-SMITH COMPANY • NATIONAL REPRESENTATIVES

Indiana's  
first team . . .

THE INDIANAPOLIS STAR  
and  
THE INDIANAPOLIS NEWS



**SELLING SAILOR . . .** The U. S. Navy is turning gobs into salesmen by providing them with visual training tools. It's all part of a 20th Century recruiting drive that works!

The Navy has three definite objectives to fulfill in its recruiting drives. First it wants to enlist high school graduates by selling the Navy as a career; second, it wants to influence parents and clubs by showing them that the Navy builds character. Third, it wants to educate schools and officials through presenting the Navy's educational and training advantages.

And in addition to the objectives, the Navy has attendant problems: To achieve its goals, it is necessary to

bring in men from the fleet, send them to a special school and turn them from experienced seamen to experienced salesmen. The men have to be taught, in order to teach. They have to learn how to develop and plan a sales campaign in order to create a better way to sell the Navy.

And this is the way it is achieved: Visual tools are put into the hands of these sailors. They use the Black Magic board; they are given special instruction books built around the presentation and illustrated step-by-step. They are provided with giveaway material and colorful posters, all backing up the program. To attract larger audiences TV commercials are used wherever feasible.

Results are gratifying. Of those seeing the first presentations, 12% were interested enough to investigate further. After the presentation had been in use for two months, a research study was made to determine the problem of training, use and effectiveness concerning the Visuals. The majority of recruiters found there was no difficulty in learning to make full use of the presentation. Average time required to learn the presentation is estimated to be approximately five hours.

At the peak of the drive some 600 of the Visual presentations were being used across the country and 765 men had learned to make the presentation itself. Today, better than 1,400 Navy recruiters have been trained in the use of Visuals.

So successful is the presentation that the Marine Corps has decided to follow the pattern. And that's how sailing sailors became selling sailors.

**"boat lovers  
want 'em quick" says Chris-Craft**

**...world's largest builders of motor boats**

"When boat lovers want a small part or a new boat—they want it quickly. That's why we ship parts, motors and complete boats to dealers by fast, dependable Capital AIRFREIGHT," writes Ed Pickell, Chris-Craft Corporation, Algonac, Michigan. "It also enables our dealers to replace inventories quickly."

**Overnight Delivery by Capital AIRFREIGHT cuts inventory and warehousing costs, gives you closer stock control, helps serve more customers faster . . . lets you pounce on sudden profit-opportunities! We'll be happy to furnish you with complete information and rates today.**



# NEWS REEL



**GEORGE M. DOUMA**

Former sales manager, National Accounts Division, National Enameling and Stamping Co., Milwaukee, Wis., is named sales manager, Electrical Division.



**CARL R. MEGOWEN**

Newly elected president of Owens-Illinois Glass Co., had joined the firm in 1921 and has been associated in all phases of its business since that time.



**CHARLES H. SANDERS**

Advanced from sales manager to general sales manager, Benson & Hedges, he has been both Eastern and Metropolitan New York sales manager of firm.



**JERVIS J. BABB**

Elected president of Lever Brothers Co. to succeed Charles Luckman who resigned last January, he is executive vice-president of S. C. Johnson & Son.



**DUNCAN ROGERS**

Former general sales manager of Pepperell Manufacturing Co., has been elected vice-president and director in charge of sales; with firm since 1924.



**W. H. BRODIE**

Appointed sales manager of Manning, Browning & Co., Meriden, Conn., manufacturer of electric housewares, now division of McGraw Electric Co.



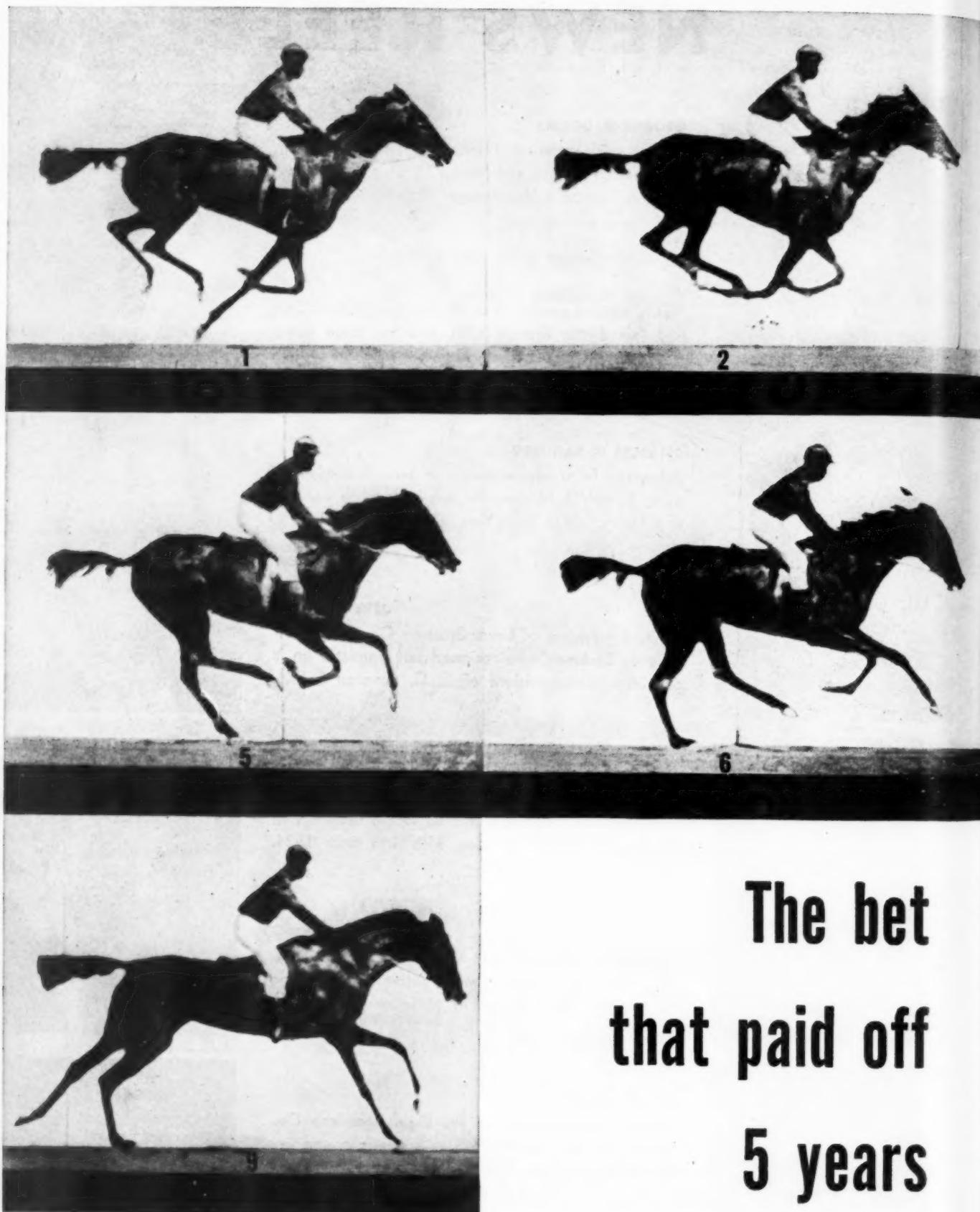
**FRANK ROGERS**

Named sales manager of the Elgin American Co., had joined the firm in 1945 as a salesman and was appointed assistant sales manager in February, 1948.



**GILBERT HECK**

With Da-Lite Screen Co., Inc., for 22 years, the last five in sales, has been promoted from assistant sales manager to sales manager of the company.



**The bet  
that paid off  
5 years  
later**



# *America's Greatest Sports Show*

**... GREATER IN 1950 BY 50%**

During nine days 162,326 people jammed Milwaukee's Big new Arena and Auditorium to see the Milwaukee Sentinel Sports Show, setting an attendance record unequalled anywhere — an increase of 50% over 1949 in the face of falling attendance generally. From all parts of Wisconsin and Upper Michigan, sports fans came to see this outdoor exposition which has truly earned the citation "America's Greatest Sports Show."

Its co-feature, the first annual Great Lakes Boat Show, is one of but four shows to merit the

coveted endorsement of the Outboard Boating Club of America. To accommodate the many additional exhibitors, 50% more floor space was required and occupied.

Here's proof of the powerful influence of one of the nation's leading newspapers. Already plans are underway for another great show April 7-15, 1951. And we promise that all the energy and resources of the Milwaukee Sentinel will be expended to uphold the enviable reputation of "America's Greatest Sports Show."

## MILWAUKEE SENTINEL SPORTS AND VACATION SHOW and GREAT LAKES BOAT SHOW

The ONLY Major Sports Show Owned, Operated and Conducted by a Newspaper

# The Elks market for CAMERAS & FILM

Of the 928,010\* Elks who read THE ELKS MAGAZINE, 19.3% already are photography fans. The balance can be sold easily, and here's why: 56.2% of them enjoy one or more pleasure trips a year . . . and 31.8% take time for five or more such jaunts. A camera makes a perfect traveling companion. Elks can afford to buy the best in photo and home movie equipment . . . because their median annual combined family income is \$5,472.33—twice the national average.

\*A substantial bonus over guaranteed 850,000, on which current rates are based.

YOU'LL SELL IT...IF YOU TELL IT IN

THE **Elks** MAGAZINE  
NEW YORK • CHICAGO • DETROIT • LOS ANGELES



PUNCHES sheets and covers of any size or weight, quickly, accurately



BINDS up to 250 books an hour with colorful GBC plastic bindings

## BIND THIS MODERN WAY right in your own OFFICE or plant

Add prestige, color and utility to reports, presentations, catalogs and all printed material with this handsome plastic binding. Complete office equipment costs no more than a typewriter. Binds a book for a few cents. Anyone can do it in seconds.

**SPECIAL TRIAL OFFER**  
Send today for information and 2 handy pocket memo books bound on this equipment. No obligation.

U. S. and Foreign Patents have been applied for on GBC Binders and on GBC Binding Equipment

**General Binding Corporation**  
808 W. Belmont Ave., Dept. SM-5  
Chicago 12, Ill.



It is some kind of record when I could get through a whole Winter in Philadelphia without once having to use the tire-chains.

You'd expect me to notice a thing like this: On the porch of a family-hotel in Germantown, Pa., there's a big, rubber welcome-mat. Originally, it read "Delmar-Morris," but some hyphen-hater has chewed out the little half-em dash.

Here's the kind of client the copy-craft loves. I quote: "Soap-operas are pretty corny. One of the cardinal rules for a successful advertiser, however, is to mistrust his own opinion when it comes to deciding what the public wants."—Charles A. Massey, president, Lever Bros., Ltd., Canada.

Slogan for the H-bomb: "Who'll buy my violence?"

Any biscuit made by a reputable baker should be a "safe cracker."

As I get it, mountaineers make moonshine in the still of the night.

On a visit to Iowa, Frank Fonte, regional manager of The Maytag Co., New Orleans, defined "Dixie" this way: "D" is for "do," "i" is for "it," the second "i" is for "intelligent," and "e" is for "efficiently." When his listener took the bait and asked: "What about the 'x'?", Frank sprang the trap: "That's to cross up you damyankees!"

There are now 940,000 holders of telephone stock, 175,000 of whom are employees. The American answer to nationalization.

Slogan for the Salvation Army: "Friend of the Friendless."

A reading of the will by the family lawyer is another form of heir-conditioning.

Booklets about blankets, I presume, are read cover-to-cover.

## HEADLINE PARADE

It whispers while it works!—*The '50 Ford*.

Time Out for Tears.—*Song-title*. They called him Dumb.—*Article in "The American Magazine."*

Refreshing as the spicy fragrance of a carnation.—*Lavoris Mouth-Wash*.

How to earn money as a writer.—*Palmer Institute*. (This, I gotta look into.—T.H.T.)

A former associate, Guy Fry, wrote a piece for an advertising journal, saying that much of today's advertising is slowed down by barnacles adhering to its hull, in which I concur heartily. In my opinion, copy in general was better 20 years ago than it is today. Anybody wish to be heard on either side of that?

As noted here before, Red Cross Shoes seemed reluctant to change the name to "Gold Cross Shoes." Now, they're back to "Red Cross." A line of fine print says: "This product has no connection whatever with The American National Red Cross."

From what I read, the census-takers romped right through the meddling menu . . . from snoop to nuts.

That oversized parrot in Technicolor, you might say, is the real macaw.

Sensational New Dept': Quelques Fleurs Hand-Lotion Houbigant has a "sensational new" formula. Cutler Venetian Blinds are "sensationally new." Evans has a "sensational new" table lighter. Admiral Television has "sensational new" features. There's a "sensational new" 12½-inch Philco TV set. Zenith TV has a "sensational new" super-range chassis. Kirby Katz says the zoo has a "sensational gnu." And, oh yes; September Morn was an all-time "sensational nude."

NIT—"You say she didn't get the part in the horror-film?"

WIT—"No; she didn't pass her scream-test."



## One Newspaper—and Only One Gives You Local Coverage in Cleveland and 26\* Adjacent Counties!

To effectively reach this compact Cleveland market, advertisers need the Plain Dealer. For the P.D. and *only* the P.D. covers Greater Cleveland *and* the 26\* adjacent counties which account for some \$2,668,699,000 in retail sales—a substantial part of the total retail sales in the State of Ohio.

These two major retail markets are served thoroughly by the Cleveland Plain Dealer at *one* low cost. Schedule this important medium for this area today...and you'll *cover* the complete Cleveland 2-in-1 market.

	(Cleveland) Cuyahoga Cy.	26 Adjacent County Area*
Total Retail Sales . . . . .	\$1,550,676,000	\$1,118,023,000
Food Sales . . . . .	389,870,000	288,979,000
Gen. Merchandise Sales . .	292,468,000	101,952,000
Drug Sales . . . . .	44,760,000	23,102,000
Furn., Hsld., Radio Sales . .	82,885,000	52,248,000
Eff. Buying Income . . . . .	2,516,329,000	1,645,901,000

\*Akron, Canton, Youngstown not included

  
The Plain Dealer's Market Survey Department can assist you in checking your merchandising coverage with current market data for Cleveland. Write for information.

# CLEVELAND PLAIN DEALER

*Cleveland's Home Newspaper*

Cresmer & Woodward, Inc., New York, Chicago, Detroit, San Francisco, Los Angeles  
A. S. Grant, Atlanta

**IN MEMPHIS, OVER  
30,000 TELEVISION SETS,**

**PLUS PROGRAMS SUCH AS MILTON  
BERLE, PERRY COMO,  
KAY KYSER, AND MANY OTHER  
TOP CABLE STARS FROM NEW YORK  
AND OTHER METROPOLITAN  
TELEVISION CENTERS,**

**ASSURE A RESPONSIVE AUDIENCE**

**FOR YOUR MESSAGE. FOR  
AVAILABILITIES, CONTACT YOUR** 

**NEAREST BRANHAM REPRESENTATIVE.**

★ ★ OTHER OUTSTANDING PROGRAMS ★ ★

Fred Waring  
Break the Bank  
Arthur Godfrey  
Roberta Quinlan  
Hopalong Cassidy

Television Theatre  
Cavalcade of Sports  
Show of Shows  
Voice of Firestone  
This Is Show Business

**WMCT** television

WMC · WMCF · WMCT

National Representatives

The Branham Company

Owned and operated by the Commercial Appeal

CHANNEL 4 • MEMPHIS

AFFILIATED WITH NBC

Also affiliated with CBS, ABC and DUMONT

Morrison Steel Products, Buffalo, is going to dealers and consumers with two series of color-slides on its Mor-Sun furnaces in its "most ambitious publicity-program." Also, general magazines and building-trades papers will be used.

I liked *Time's* brochure, "Strictly for the birds." Birds mentioned were the electric crane, the no-left turn, the extra-marital lark, the physical vulture, the weekend bat, the tufted dowager, the furtive scotch swallow, the Angostura bittern, the buff-tinted due-bill, the ruffled spouse, the great bald ego, the scarlet manager, and the duck-billed platitude. (You could find the last-named in the files of this column.) It was all a build-up to "The way to reach 1,500,000 well-feathered nests."

If you didn't think the housing-shortage was still acute, five years after war's end, it was because you weren't sap enough to sell your home and go out on a limb. As I did!

There's a wheeze somewhere about nylon ribbons being made for the typewriter-carriage trade.

Bing Crosby said he got his twins in a one-cent sale 14 years ago.

In an ad in *The National Stationer*, Globe-Wernicke says: "An *awfuss* is a place where business is misconducted."

Your reporter is also the guy who wore the binding off a Funk & Wagnalls dictionary. Mostly by looking up words that can't be used in general copy.

I also liked an impersonator of television who said: "Look out, Chum; I've got a rod here and it could mean curtains for you. It's a curtain-rod!"

Any address would be a "cable"-address for the Roebling Wire Works, come to think of it.

Alcatraz is perhaps the world's most unwanted pen.

Belgian version: "The king can do no right."

"With an Eversharp-Schick injector razor and blades, you can shave with your eyes shut!" It seems an old way to shave.

A large, expressive, black, cursive exclamation mark, rendered in a thick brushstroke style, occupies the right side of the frame. The exclamation mark is positioned above a thin, curved, horizontal line that spans the width of the exclamation mark's base.

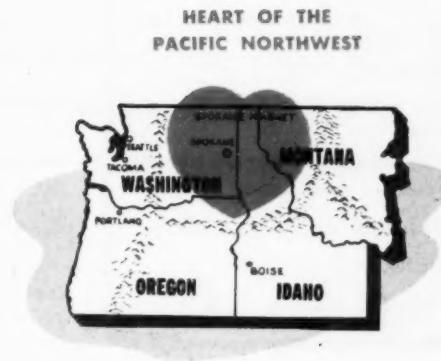
# ... in the Spokane Market

## **FOR MORE SALES IN THE** **PACIFIC NORTHWEST**

Turn it on in the Billion Dollar Spokane Market if you want more sales in the Pacific Northwest. Big! Rich! Responsive—this market is the very heart of the fast stepping Pacific Northwest region. Business in Spokane and the surrounding Inland Empire trade area continues at a rapid pace. Building in Spokane for the first three months of this year outstripped the first three months of 1949 by 35%. Real estate transfers and mortgages recorded for the same period exceeded last year by 29% and 51% respectively.

Postal receipts gained more than 2% and air express shipments showed a 4% gain. Employment during January, February and March of 1950 topped the same months of 1949 by 50%. Spokane Market basic industries of lumbering, mining, agriculture and manufacturing are steady and flourishing and employment in Spokane county's giant aluminum plants is at an all time high. The Columbia Basin Irrigation Project, Grand Coulee Dam, Chief Joseph Dam, and other giant government projects continue to pour millions in new wealth into an already wealthy market.

When it comes to making sales to Spokane and Inland Empire residents nothing equals the wide-spread influence of the long established Spokesman-Review and Spokane Daily Chronicle. Are they on your list?



Advertising Representatives: Cresmer & Woodward, Inc., New York, Chicago, Detroit, Los Angeles, San Francisco. Color Representatives, SUNDAY SPOKESMAN-REVIEW Comic Sections: Metropolitan Group.

*Combined Daily*  
**CIRCULATION**  
Now Over  
**150,000**  
**81.84% UN-duplicated**

# PEP UP YOUR SALES MEETINGS!

Why run the risk of putting your sales force to sleep . . . when you can so easily and economically instill in them renewed enthusiasm for your plans & products?

Your presentations can be dramatically and forcefully effective through the use of motion pictures & slidefilms.

Let the William J. Ganz Company breathe new life into your next sales meeting.

We guarantee delivery . . . even on extremely short notice!

## WILLIAM J. GANZ CO.

Producers of Motion Pictures & Slidefilms

40 East 49th Street, N. Y., N. Y.  
ELdorado 5-1443

## A LEADER IN FLORIDA

The St. Petersburg TIMES carried more TOTAL advertising in 1949 than ANY other Florida paper, except ONE . . . and that one ranked 5th among ALL papers in the U. S. (E&P 3/18/50)

The St. Petersburg TIMES led every paper in Florida, except one, in LOCAL DISPLAY ADVERTISING.

Local Display is an excellent barometer of dealer activity . . . and active local dealers mean HIGH SALES for NATIONAL ADVERTISERS!

### ST. PETERSBURG - FLORIDA

Daily **TIMES** Sunday

Represented by

**Theis & Simpson Co. Inc.**

New York Detroit Chicago Atlanta  
V. J. Obenauer, Jr. in Jacksonville, Fla.

# WASHINGTON BULLETIN BOARD

## CONGRESS

► The House Committee investigating lobbying so far has dealt only with big and expensive lobbies, like that of the building contractors. An individual who wanted ideas about how to influence Congress would find practically nothing in the record that he could apply. Everything done by the builders calls for an organization.

How the builders have been doing it, on the other hand, is described in fine detail, down to subpoenaed records of telephone conversations. With all the detail, there isn't a single new trick; everything has been known to Washington for decades. Whether this lack of originality is peculiar to the builders or general among lobbyists will be seen as additional lobbies are studied.

The builders' method is to appoint 600 or more people, from all over the country, to keep in contact with Congressmen. Every senator and representative is covered by somebody at home. When a congressman is recalcitrant, the organization turns on a stream of letters from constituents. The lobby used to keep a file on the personal foibles of every congressman but this was too expensive. Now its file covers only members of committees handling housing bills.

► It's hard to see how excises can be cut before the start of vacation season. The bill is detailed, necessarily, and so takes a long time to handle. The long process may spoil the season for some summer goods and delay it for fall merchandise, furs for instance. Most interesting is the proposed cut in taxes for off-brand, cheap, cigarettes, which could change the whole market structure.

► Publishers made some impressive points at the hearings on postal rates. For instance:

1. The Department spends a great deal of money on its architecture. The buildings are not always designed for efficiency.

2. There's no way to allocate deficits among the various kinds of mail. Every kind uses the same manpower so that everything ought to be treated as first class.

## COURTS

► A salesman can sue his company under the Robinson-Patman Act and get triple damages. There's been a recent award by the Chicago District Court.

The salesman worked on commission as the distributor of Max Factor Hollywood cosmetics. He sold both to chains and to independents.

The company cut prices to the chains, in part taking the reduction from his commissions, which were based on dollar volume. The salesman claimed damage on two counts:

1. The direct loss of commissions.
2. The discrimination in favor of the chains reduced his sales to independents.

The court agreed on both counts. In handing down the decision, the judge said that the Robinson-Patman act is broad so that anybody who is hurt can bring suit.

## FEDERAL TRADE COMMISSION

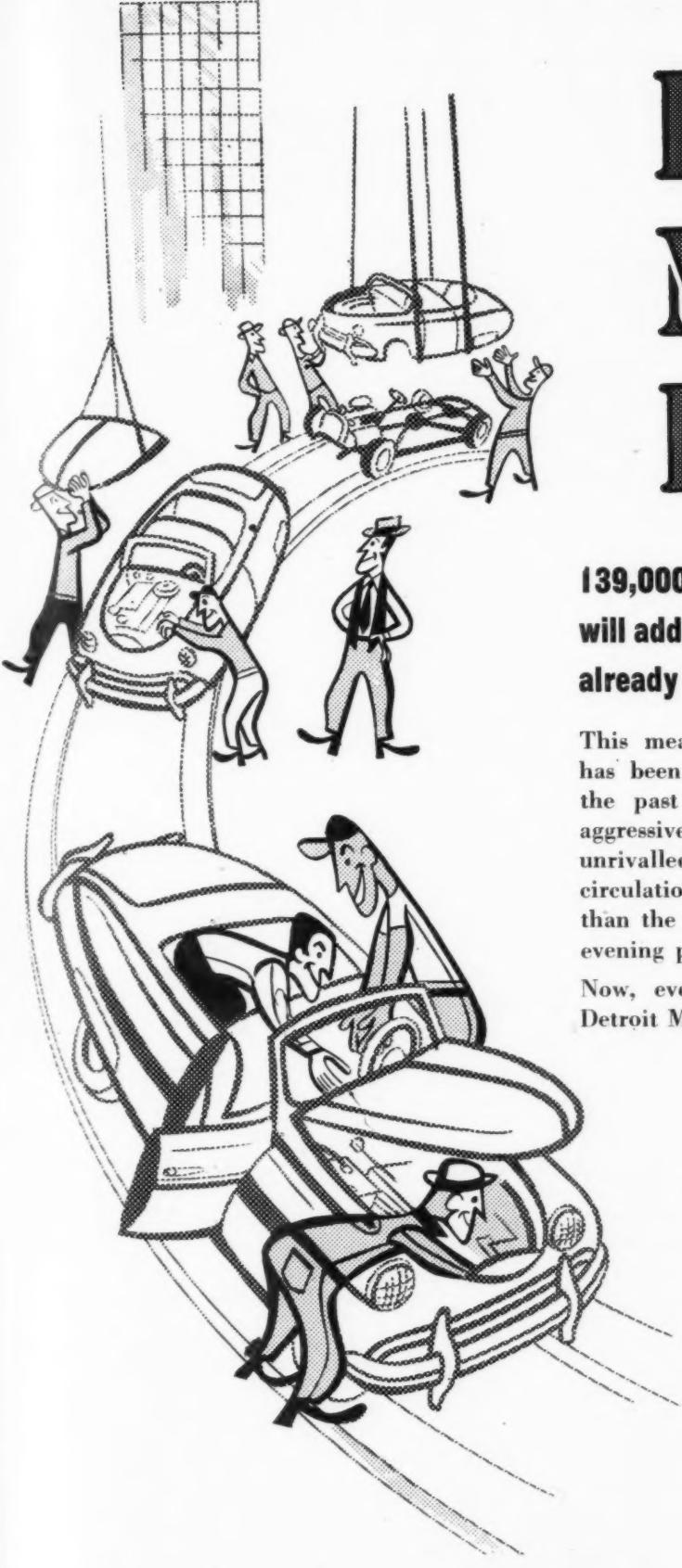
► Some time ago, the Commission proscribed cigarette ads that claimed superior tobaccos. Raleigh's clever commercial points out that a "United States Government commission has proved that no cigarette is milder than Raleighs."

► An order against Rexall Drug Co. requires that one-cent sales be based on the "usual" retail price, not on mere list prices which in fact are ignored. The word "usual," however, is not defined so that a clear-cut rule is still to be established.

## AGRICULTURE

► The Department intends to revamp its whole method of collecting the price statistics on which it estimates parity and support prices for various commodities. The preliminary research job will provide useful information for sales managers who sell to farmers.

The Department will start with 1,000 farmers in 27 North Carolina counties. Taking selected crops, how much do they sell through commission firms, auction houses, co-ops, direct to retailers, etc.? How much marketing work do they do for themselves? Returns on this will be



# Detroit Means Business...

**139,000 Chrysler auto workers back to work  
will add to automotive production that is  
already the highest in the industry's history!**

This means still greater prosperity for a market that has been one of the high-spot cities of the nation for the past ten years. And it means more business for aggressive advertisers who give their sales messages the unrivaled impact of The Detroit News' 442,977 weekday circulation. . . . 78,888 more in the Detroit trading area than the morning paper, and 40,152 more than the other evening paper.

Now, even more than ever before, you can sell the Detroit Market economically—through The Detroit News!

A. B. C. figures for 6-months  
period ending Sept. 30, 1949  
442,977

Sunday circulation  
550,957  
highest weekday circulation  
of any Michigan newspaper



owners and operators of radio stations WWJ, WWJ-FM, WWJ-TV

Eastern Advertising Offices: 110 E. 42nd St., New York 17—under management of A. H. KUCH

Western Office: JOHN E. LUTZ Co., Tribune Tower, Chicago

# PEACHES



## And Peanuts

We have proof that the citrus cuties who get caught wearing a bathing suit and smiling down prettily from somebody's ladder in somebody's orange grove are strictly peaches working for peanuts!

They should get into the butter and egg business with the Siouxland farm wife whose so-called "pin-money" take from the fruits of the barnyard amounts to more than \$140,000,-000\* a year. It takes the combined cuties of four of the nation's leading citrus crop states, with stems and peel both showing, to best that record of the Siouxland farm wife who never wears a bathing suit except to go in swimming.

Total farm income of Siouxland, the 56-county Sioux City, Iowa, market was \$970,000,000 in 1949 according to Sales Management's 1950 Survey of Buying Power. Sioux City is one of the top three cattle and hog markets in the nation. It is also an important manufacturing, wholesale and retail center. Its diversity in sources of income from farm, stockyards and factory gives it a basic soundness of economy equaled by few other sections of the country.

Your sales message cannot reach this market by utilizing any medium or combination of mediums with anything like the effectiveness or completeness afforded by Sioux City's newspapers.

\*Estimate compiled from State-Federal Divisions of Agricultural Statistics.

**The Sioux City Journal**  
**JOURNAL-TRIBUNE**

**SIOUX CITY, IOWA**

GENERAL ADVERTISING REPRESENTATIVE  
**JANN & KELLEY, INC.**  
New York — Chicago — Detroit  
Los Angeles — Atlanta — San Francisco

checked against data from dealers. Like figures will be taken on industrial products bought by farmers.

### GENERAL SERVICES ADMINISTRATION

► As expected, the Government has changed its contract forms in the hope of spreading business among small concerns. The changes were inspired mainly by the Celler and the 5 per cent hearings. Among them:

1. On deals over \$25,000, you must state whether you've retained a commission man. An affirmative answer doesn't prejudice your bid, however.

2. A series of questions deals with payment of a contingent fee, figured as a percentage of the gross, to a commission man.

3. You must state the number of your employes. This is intended to steer the buying officer to small concerns. In practice, however, officials as before will think of price and of performance.

### CENSUS

► The Bureau has just put out an estimate of population, broken down by age, color and sex. To get it write the Bureau for "Estimates of the Population of Continental United States. Series P-25, No. 39." Among the findings: large increases in the number of children and the aged; a slowing down of the rise in the average age; an increased proportion of women. The median age is 29.8 years.

For sales managers more interested in young people, there are two additional pamphlets which you can obtain from the Bureau: "Estimates of the Population 5 to 17 Years Old. Series P-25, No. 41" and "School Enrollment of the Civilian Population. Series P-20, No. 30."

### COMMERCE

► In its study of how its own estimates of national income match income-tax returns, the Department is looking into business trends in seven different regions. Results, which will throw light on the geography of purchasing power, will be published in time.

► A small pamphlet offered free, "Marketing Research Procedures" provides a pretty good bibliography.

► Offered at 10 cents is another Department pamphlet, "Directory of Mailing List Houses." It is broken down by state and by type of service.

# SIGNIFICANT TRENDS

As seen by the editor of SALES MANAGEMENT for the period ending May 20, 1950

## NO TIME FOR SMUGNESS

A few days ago at the Clients' Conference of the Klein Institute, several sales executives told me that directors and other top brass of their companies were telling them to sit tight on sales and promotion expenditures, some of the reasoning being that sales were very good—with allocations back in some of the companies—and so "we don't need to enlarge the selling operation." It takes a born optimist to reason that way. No boom lasts forever—and this one may be only a boomlet at that.

The truth is probably somewhere between the blind hope of those who think that we will have a 6 million demand for new cars every year—far into the future—and the extreme pessimism shown by William J. Baxter in his pamphlet, "Lower Prices Coming," in which he sees very soon a coming depression which will make that of the thirties fade into insignificance with nearly half of all business concerns going through the wringer.

Although we disagree with most of Mr. Baxter's conclusions, he does make some points which can't be brushed off easily. He mentions industry after industry where productive capacities have been doubled, trebled, quadrupled; he reviews others, such as leather and textiles, where synthetic products are creating a revolution because they are cheaper and they last longer.

He adds these things up and comes out with the conclusion that this vastly expanded production is greater than the ability of consumers to buy, particularly at today's prices. This, he argues, will result in terrific price cutting which will ruin half of our businesses.

There can be no question about the validity of his statements about expanded factory capacity, but Government debts and fiscal policies are such that a big drop in prices seems unlikely. Several surveys of businessmen and bankers point to the expectation of a few creeping advances in prices, but no sharp upturn is seen for the remainder of 1950; they think that huge output plus plenty of competition will put a brake on rapid advances.

But whether prices go up or go down, the volume of goods which will come spewing out of the factories will continue to increase until the markets are glutted—and this will put more and more pressure on the sales end of business to move the merchandise.

If a given company with 40 salesmen sells one million units, can the same 40 salesmen sell 1,500,000 units which new machines and new factories will turn out? This is the time to enlarge sales and promotion programs—not when business takes a turn for the worse. Very few corporate managers have the guts to do it then.

## WHAT ABOUT THE SMALL GUY?

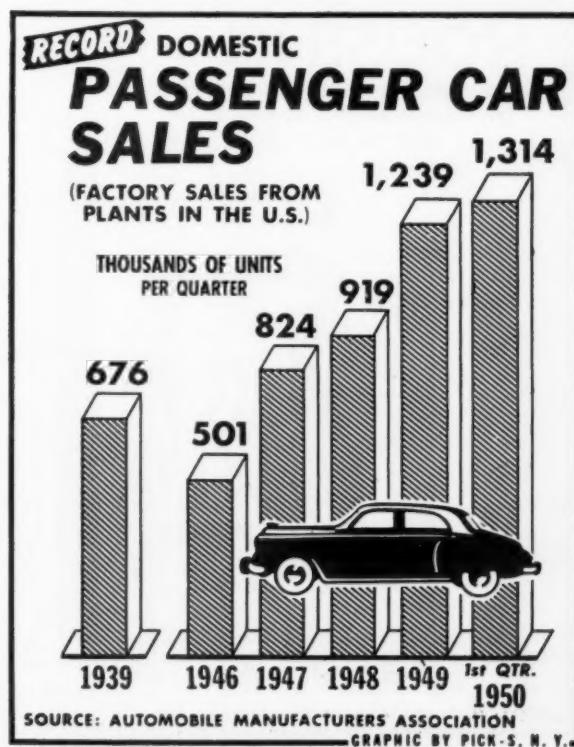
Commerce Department figures show that there were 223,000 manufacturing concerns in the country in 1939. There are now more than 297,000. That's 75,000 new manufacturers reaching for the consumer's dollar. How

much of that business is concentrated among the leaders in a given industry? The Census of Manufactures, 1947, answers the question and the summaries of the most concentrated and least concentrated industries are given in this issue on a pictograph, page 65.

Harold Brayman of the Du Pont Company pointed out the other day that monopoly is defined as the exclusive control of the supply of any commodity or service in a given market so as to permit raising the price materially above that fixed by free competition. In view of this definition he protested monopoly accusations at such companies as Sun Oil which, according to the Government's own figures, has only 8.5% of the oil business in its marketing area, A & P with 7% of the grocery business, and Swift & Co. and the other big competing packers, "no one of which does over 15% of the meat packing business of the United States." Du Pont, he pointed out, does only 7% of the chemical business of the country.

Mr. Brayman argued that the factor of mergers in the growth of larger businesses has been greatly distorted in public discussion and as an example he said that 60% of Du Pont's sales in 1949 resulted from products which did not exist or were in their commercial infancy 20 years ago, and none of the 60% came from mergers. The proportion of Du Pont's assets today, represented by acquisitions of other companies, is 12%.

"No company can stay big except by the confidence of the people in the integrity and price fairness of the product, and by their vote, as purchasers, that they prefer it to others," says Mr. Brayman. "Every time a man buys an automobile, he casts his vote—by a good democratic system—as to whether General Motors or Ford or Chrysler produces the best car for the money, or whether Nash, Hudson or Studebaker does; the customer determines which of these shall be the biggest."



Another big factor in today's boomlet.

## THE SUMMER SLUMP

Need there be such drastic downturns in the sales of many commodities during the summer, and are the downturns as large as most people assume? Jay Gould, Executive Vice-President, Frankfort Distillers Corp., answers the second part of the question, so far as whiskey is concerned, by digging up statistics which indicate that consumption during the summer months is only slightly under the levels recorded in other months of the year. December, representing a seasonally high month of sales in view of the holiday season, is the only period which reflects any material difference from the other 11 months of the calendar year.

"Eliminating December consumption because of the seasonal factor, we find, for example, that based on consumption patterns for the first 11 months of a typical year, the June figure was 92% of the average monthly consumption, July 85%, August 89%. There's been too much of a tendency to disregard the sales potential during the summer months. Everybody appears to take it for granted that a substantial slump in whiskey consumption is the normal trend for our industry."

This general feeling that the summer is just plain no good is exemplified in the tendency of so many advertisers to either drop out completely during the summer months or to curtail expenditures very sharply.

Does this make sense? Richard Edsall of the James Thomas Chirurg Co. is the author of the feature article on page 102 this issue, called, "Summer Ads: 15% More Effective." This analysis is based on readership studies of weekly magazines, and the figures show that readership and recognition are far higher in the normally thin summer issues than in the abnormally thick spring and fall issues of the same magazines. There is evidence that this applies to other forms of advertising and so it might well be argued that if there is a summer slump in our industry or company we may ourselves be the greatest contributing factor because we slow down our efforts.

## COAT-TAIL BUSINESS

The April 29 edition of *The Wall Street Journal* had a short item stating that television output in the first quarter was triple the output of a year ago with 1,227,830 sets produced. This is a jump of 21% above the previous high period, which was the last quarter of 1949.

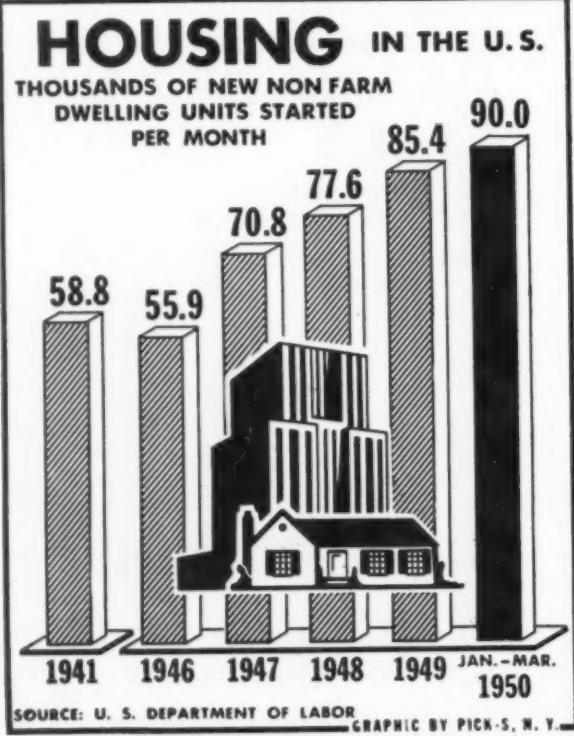
In the same issue was a longer piece which in a way was far more newsworthy, at least more unexpected, even though the news was predicted by *SALES MANAGEMENT* March 1, 1949, in an article by J. David Cathcart called "Will TV Play Hob With Our Design for Living?"

The television buying wave is kicking up in its wake a small boom in living room furniture because TV set owners, whose ranks are swelling at a rate of about 100,000 or more each week, found that selecting a TV model is only the first problem—that a second one is to find a way to accommodate the family and neighbors around the screen.

One of the furniture experts at R. H. Macy is quoted by *The Wall Street Journal* as saying, "Anything that's tagged for television is brought up in a flash, while down the street at Gimbel's the story is, 'Customers are always coming in to ask 'What have you got in the line of television chairs?'" Hassocks, folding chairs of various types and swivel chairs are the most popular items in the televiewers' search for help in turning their living rooms into theaters. Trade sources estimate that some 25 makers of hassocks are grossing an extra 17 million dollars a year from the sale of these footrests as auxiliary television seats, and one of the largest makers reports hassock sales setting a pace about 800% ahead of a year ago.

Other items which are having a terrific boom as a result of the craze for TV are low-slung foam rubber sectionals, love seats on casters, barrel swivel chairs, low-built plastic chairs designed so that your eye is on a level with the screen—and even snap-on trays for video fans who can't tear themselves away from the screen long enough to eat formally in the dining room.

So TV is—to a lesser extent—following the pattern of automobiles in creating wholesale changes in our pattern of life and creating vast subsidiary industries.



## LET THE CONSUMER TRY IT

Landers, Frary & Clark reports that its 10-day free trial offer on vacuum cleaners has produced a record volume of business during March and April, with sales in excess of any two months' period in the 31 years the company has been making vacuum cleaners.

A big part of the increase is attributed to the effectiveness and popularity of the 10-day trial offer available to and through dealers during this period. The company finds that the percentage of returns has been much smaller than was anticipated, and dealers liked the program because they are amply protected and in cases where cleaners are returned to them by consumers, the dealer can send them back to distributors and replace with new ones.

Of course there's nothing new about trial offers: they were popular during the pre-war period, but in the intervening 10 years a new generation has grown up among both salesmen and consumers. Many of the sales appeals of the twenties and thirties can be dusted off again and will appear fresh.

**PHILIP SALISBURY**  
Editor

SALES MANAGEMENT

# High-Octane Salesmanship: The Hormel Girls On Main Street



BY LARRY FITZMAURICE

The Sunday radio show is only half the story. The 65 young ladies who sell Hormel on the air are doing a bang-up job of sales promotion at the retail level. Objective: To prove to grocers the sales potential of the full Hormel line.

The Hormel Girls\* a year or two ago were considered an oddity in the sales promotional field.

Now, the girls who are equally adept at performing over the radio or selling canned meat by the hundreds of cases, get a figurative polite tip of the hat from competitors of the George A. Hormel Company of Austin, Minn. Competitors know what the girls can do in the way of increasing sales figures.

The girls swarm into a town, canvass every block with military precision, stage store sales demonstrations which draw such crowds the police sometimes are called, possibly put on

\* Now widely known to the general public for the radio program "Music with the Girls," Sunday evening, 6:30 EST, a CBS network.

a local radio show and leave—all in such a flurry that local merchants are left breathless but happy, with bulging cash registers and new customers.

They've done it time and time again, in the last three years, from coast to coast.

The idea for a girls' troupe came from Jay C. Hormel, president of the packing company, who was searching around for a way to build a more intimate relationship between the company and its customers. He had several girls who were going good sales and sampling work in Wisconsin. Mr. Hormel was active in American Legion affairs, and he felt that while much was being done for the male ex-GI, not much work was being created for the girl ex-GIs.

In June, 1947, a group of former service girls was assembled and formed into the Spam American Legion post, in Austin. The girls were to be a merchandising unit for Hormel Good Foods, a drum and bugle corps and the nucleus of a radio show.

There was only one requirement at that time: The girls had to be ex-GIs. They didn't have to be able to sing or play instruments or to have unusual glamor. Mr. Hormel believed that any abilities they had as radio entertainers or sales experts could be developed after they joined the troupe.

There was a lot of work to be done with the girls. They had to be trained in merchandising activities. They had to be trained for radio

IT'S A BIG DAY . . . (above) when the Hormel girls join the salespeople in the local market. Crowds of shoppers come because they are attracted by the glamour that invariably surrounds radio personalities. And they stay to buy. The photographer caught this in New Orleans.

work. However, they were a sensation at the New York American Legion convention in 1947. They were the first and only all-girl drum and bugle corps to compete at a Legion convention.

Then came more serious effort in the sales field. They were organized into crews for door-to-door coupon work. At that time the girls had an advance merchandising crew of men who visited a city before they arrived, to persuade merchants to stock up with Hormel canned meat products.

The girls swarmed into town in a caravan of white automobiles. They talked to every housewife available about Hormel products and invited the ladies over to one of several stores where there would be special bargains and inducements.

### Every Means Tried

The girls and the men directing them tried almost every known means of merchandising promotion—and they stayed with the methods which produced maximum effectiveness on a cost basis. Just by knowing the population of a town, they could tell practically to the minute how long it would take to get around and reach every housewife who was home. They worked out little tricks such as dropping a marker at the start of a block, so the crew in a car following would know that the block was being worked. They worked out schemes of operation so every house was covered in a minimum length of time.

The girls became so proficient that some of them were selected to replace the men in promotional advance crews. They did a thorough, workmanlike job, too. The only men in the troupe are the three who direct sales operations, the musical chief and the man who directs the entire operation.

The Hormel Girls learned early that the trick was to convince a grocer it was profitable to increase the number of Hormel items he carried in the canned meat field. While some 20 items are produced, figures assembled by the girls showed that the average grocer was not handling anywhere near the full line. It was apparent that if the grocer sold a can of Hormel chili, he usually made no effort to sell an accompanying container of Spam. If Dinty Moore Stew moved, he usually made no effort to push any other product.

Sales girls in the advance merchandising crew changed that with a new approach to a grocer who might be indifferent to normal sales methods. "I'm Clarissa from the Hormel radio



**SCHEDULE FOR THE DAY:** A supervisor briefs a group of Hormel girls on routes for hundreds of house-to-house calls. The girls talk Hormel products, invite housewives to any one of several stores where Hormel products will be featured "specials." Male supervisors have now been replaced by women.

program," the girl would say, "and this is the soloist, Gertrude." While the girls weren't hired for their glamour, they got so they could turn it on.

The grocer, more than likely having listened to the Hormel program, often invited his sales personnel to meet the girls. By the time the girls finished explaining about the sales crews that would be in town in a day or two, the grocer ended up with more Hormel products on his shelves than he ever had before. A few days later the canvassing crews would make good the promises of the advance merchandising crews.

Housewives were invited into the stores during certain hours. If the card left with the housewife had the picture of the Hormel girl who happened to be assigned to the store the housewife visited, she received a prize of Hormel canned meat.

The girls tried the usual combinations—buy one and get one, buy three items in a group, buy one and save a dime. They passed out enough coupons to girdle the globe and they did such a thorough job that when an unannounced test was run in the typical city of Shreveport, La., in November, 1948, it was found the girls had coupons in 75% of the homes.

Response from housewives surpassed the wildest hopes of the Hormel company. In stores they built traffic that not only cleaned out Hormel stocks, but increased the merchants' sales of related grocery items.

Numerous checks on subsequent business done by stores in which promotions were staged showed invariably that leading Hormel items en-

joyed the principal gain. Other items in the line reached a peak, leveled off, but remained higher than before.

Seeking to reach a larger number of housewives in a shorter period of time, the Hormel Girls developed a direct mail operation. They set up registration booths in several stores in a city, picked up cards which were filled out by the stores' customers, and mailed out coupons to housewives, inviting them to meet a Hormel Girl in a certain store at a given time.

The number of Hormel Girls stationed in a store would depend on the volume of business and type of store. The girls came to realize that the degree of success of a promotion depended somewhat on the enthusiasm with which the merchant entered the venture, but there always was a basic volume of business they could get.

### Local Operations

In some smaller communities the girls staged parades. In others, it was a drum and bugle corps demonstration. There usually was a tie-up in promotion with the local Chevrolet dealer because the girls' caravan of white automobiles was made up of Chevrolets. There was no curtailment of other advertising while the campaign was under way.

Operations were varied. In some the girls had kits full of coins. A woman buying a can of one product was given a coin which, if accompanying the purchase of another product, was redeemed at the cash register for a nickel. Some housewives received what amounted to a considerable re-

duction on eight or 10 articles. The girls, incidentally, paid off the grocer on the spot for the number of coins he had redeemed, so he had no money tied up while awaiting repayment by the company.

### Hormel Girls on Radio

Entertainment abilities of the girls developed as rapidly as their sales techniques. They put on their first full-scale radio show on KFI in Los Angeles, then went on the Mutual Don Lee Broadcasting System on the Pacific Coast. Then they expanded to Mutual Broadcasting System.

In March, 1949, they went to the ABC network of 227 stations and developed the show, "Music with the Hormel Girls," with this opening line: "Hello, may we join you? It's Music with the Hormel Girls."

The rule that each girl in the troupe must be an ex-GI now has been relaxed because the operation was running out of ex-GI girls. There is no effort to recruit girls simply because they are outstanding singers, instrumentalists, soloists, announcers or entertainers.

Every girl in the troupe works in sales or helps with the office work. They have to be in the drum and bugle corps operations. They sing in the chorus, handle script, play in the

band, serve as hostesses or ushers, or do any of dozens of other things to be done in an operation of that kind.

They start at \$55 a week, with \$30 a week for food allowance, \$3 a week laundry allowance for uniforms, with rooms and transportation furnished. There is "incentive" pay the same as was established years ago at the Hormel plant. A driver, for instance, is rated as a crew manager and gets extra pay. The Hormel company, which instituted the 52-week-year in an industry which always had been beset with rush and slack times, with resultant hiring and dismissal of extra workers, insists on an average 40-hour week for the Hormel Girls.

Because of the varying schedule, the girls sometimes work 40 to 60 hours in one week, what with days spent in stores, travel and many evenings in rehearsal. The company recognizes the necessity for frequent rest periods. Anything in excess of the number of hours to be worked is adjusted by vacations or "breaks" with pay. Consequently, the girls receive 10 days off every three months. During this rest period they receive their base pay plus a guaranteed liberal travel allowance to and from their homes or some other place. The company says this travel provision is one of the most generous arrangements employed by any national firm.

The girls are smartly attired the year 'round in grey and green tailored suits for warm and cold weather. White uniforms are worn during stage and drum corps appearances. All uniform upkeep is provided for by the company. Each of the girls has six changes of uniforms and specially styled shoes.

Keeping the troupe on a precision schedule is not without headaches. Twenty-four of the white cars nicely accommodate all the group, but the caravan also includes five trucks for transporting instruments and music, a portable radio control booth and all the necessary broadcasting equipment. That includes an ABC engineer.

### Busman's Holiday

The girls, who travel some 30,000 miles in a year, have developed into something akin to the mailman going for a walk on his day off. Some of them spend much of their free time sight-seeing. Others are camera enthusiasts. During an evening at a hotel, it isn't difficult to overhear a debate on some "new" sales technique. The Hormel company says the arguments must be effective because they have conducted tests in isolated areas in which there were no other promotional ventures. Figures show that the girls can double the number of Hormel items available for sale in any given area.

Park Dougherty, vice-president in charge of Hormel Canned Meat Division, has this to say about the Hormel Girls:

"Some worth-while things have come from our three years' experi-



THE NEWS TRAVELS FAST . . . (right) when the Hormel caravan moves into town. The girls travel in a fleet of white Chevrolets, lipsticks, spare uniforms, band instruments and all. In this photo the troupe was about to set siege to Jacksonville, Fla.

**PROMOTION IDEAS:** Sometimes the Hormel girls carry kits full of coins. A shopper who buys one Hormel product is given a coin which, if accompanied by the purchase of another product, was redeemed at the cash register for a nickel. In other cases housewives called upon at home were given a card bearing the photo of one of the girls. If that girl happened to be assigned to the store which the housewife visited, shopper got a free can of a Hormel product. Radio program was another promotion idea.



ences with the 65-girl merchandising corps. Unorthodox as many of the sales methods may have been, at least one practical merchandising procedure has been developed and is now used company-wide by the Hormel sales organization. Then, too, we discovered or proved that men have no monopoly in the selling field. Without resorting to cheap cheese-cake or bebop, several of the girls have demonstrated remarkable sales ability. The most successful stick to hard facts—not glamor—in their sales approach. Retailers, with rare exception,

tions, welcome new ideas and anything that is unique or out-of-the-ordinary. They get that in full measure when the Hormel Girls call."

While it is difficult to separate benefits of the Hormel Girls campaign from business accruing from other advertising and sales efforts of the company, the company knows that of more than 100 brands of luncheon meat similarly packaged, Hormel products have surpassed the average consumption rate by a nice margin.

Spam, which caused the company some unjustified concern during the

war but always could be sold, has kept its position as the leading 12-ounce luncheon meat product.

Qualified sales experts who have checked up on the Hormel Girls from time to time, say any two Hormel Girls can outsell any two veteran meat product salesmen. That, the sales experts say, is because of bounding energy and the fact the girls, hired without regard for glamor, put glamor into the job.

That's tough competition for salesmen, but it's the pace the Hormel Girls set.

## Getting Away From It All: Upson's Vacation Bonus Plan

BY HARRY R. SHEDD

*Vice-President and Director of Sales, The Upson Co.*

**The company believes every salesman needs the mental and physical rest that comes from a trek to the mountains or the shore. So it offers incentive compensation which, if earned, will provide the money needed for a happy holiday.**

All work and no play makes jack . . . but it also "makes Jack a dull boy."

If "Jack"—who might be any salesman—decides he can't afford to take a vacation, when vacation time comes around, he is not the only one to suffer from his self-enforced austerity program. His work suffers and his company suffers.

Several years ago we discovered that some of our salesmen were not taking the annual vacations to which their service entitles them but were continuing to work on through vacation periods, to save money.

Our vacation bonus plan was born in 1940. From that time on, our contracts with salesmen (We have one or more in each state.) provided that a part of the extra compensation to which they were entitled each year, for exceeding performance quotas which had been assigned to them, would be paid to them just before

their vacations started.

Vacation savings funds are not so numerous nor so conscientiously kept up as Christmas Funds are. When the yearly "two weeks with pay" happens along, probably in late mid-summer, it is often a choice between burdening down the old homestead with a second or third mortgage or just loafing around on the back porch at home, watching weeds shoot up in the backyard lawn.

When a bonus is paid will determine, to a pretty large degree, how it will be used. Our summer holiday bonus plan is called the "Vacation Gateway." It's in effect from May 1 through July 21, a 12-week period. Vacation time for our salesmen is from July 21 through August 7.

Few salesmen are likely to forget, for the remainder of the year at least, that they had a lot of fun on their vacations because the family wallet was somewhat fatter when they

started out than it would have been on their regular salaries alone. They earned the extra money, of course, but it always is nice to have it materialize at vacation time.

How does the vacation plan work out in dollars for our salesmen? Answer: \$100 is the minimum any man can earn and \$300 plus an additional \$100 (grand prize in each sales division) is probably the maximum.

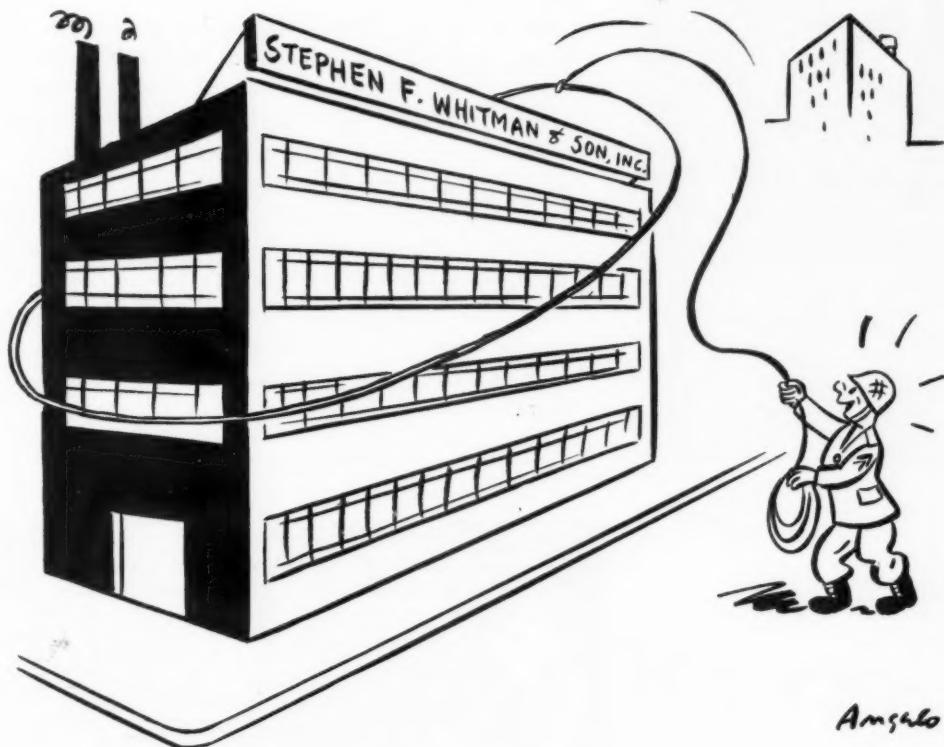
The four approaches to the Upson "Vacation Gateway" are named after four of the company's products. The vacation bonus is based on sales exceeding quotas.

Our vacation bonus plan is neither experimental nor theoretical. It has been worked out carefully so that it not only proves highly attractive to the salesman but it pays its way.

So, we're continuing the same plan again this year. We find it pays dividends. It gives the salesman added incentive which enables him to sell a reluctant dealer an extra carload of laminated wood fiber wall, etc.

He feels better because he's done a better job and he feels a whole lot better when the vacation bonus arrives just before vacation.

## Toughest Sale I Remember



*"The Army took practically all of our candy."*

## The Pay-Off On A Wartime Dream

Before the war we had developed a rather crude Refrigerated Candy Case Merchandiser. It was well received and we were just getting into production when the war came. During the war, the Army took practically all of our candy. It was then we decided to ask our dealers to place immediate orders for the refrigerators with delivery as soon as possible after the war. Our sales story went something like this:

Dealer: "What does this refrigerator look like?"

Salesman: "This is a secret and we cannot reveal our plans."

Dealer: "What will it cost?"

Salesman: "We can't tell you exactly because no one can forecast post war prices. However, we will sell them to dealers at exactly our cost."

BY WILLIAM M. NOONAN

Dealer: "When will it be delivered?"

Salesman: "We can't tell you exactly, but General Electric will get them out as soon as possible after the war."

Dealer: "O.K. I'll buy. When do I pay?"

Salesman: "Sign a contract now, give us a \$100 deposit and make monthly payments of \$25 until \$300 has been paid (the estimated cost of the refrigerator)."

Believe it or not, we signed up over 9,000 dealers and we placed an order with General Electric for more than \$3,500,000.

Postwar inflation ran the price up to nearly \$500 per refrigerator. So we had to go back to sign up the 9,000 dealers all over again at the higher price. On call-back, we found 8,000 people still with us. This was a wartime selling job that really was completed. I was in personally on a great many of these sales and I can assure you it was a great thrill to walk out of a store with the \$100 deposit and a signed contract.

WILLIAM M. NOONAN is vice-president in charge of sales of the Stephen F. Whitman & Son, Inc., Philadelphia, producers of Whitman's Chocolate.



Guy Gillette

**YOU CAN GO HOME AGAIN . . .** but Walther H. Feldmann disagrees only technically with Thomas Wolfe. He's come home again to the East after 23 years in Minnesota and feels rather like a transplanted live oak trying to put down roots. It was Worthington Pump and Machinery Corporation which set him down in new soil. Until recently he'd thrived as president of Worthington's subsidiary, Electric Machinery Manufacturing Co. But Worthington visualized him in a field with more ground for spreading out. It made him vice-president in charge of sales of its own N. J. preserves. Walther Feldmann was born in Baltimore, graduated as an electrical engineer from Baltimore Polytechnic and from a Westinghouse student course in '17. In 1922 he joined Electric Machinery, quietly advanced from district manager to general sales manager and on to president. A reserved man, but one of boundless interests and energies, in Minneapolis he was on the board of a club, a bank, an insurance company, a member of the Mayor's Committee on Human Relations and an advisor on Junior Achievement. Just for fun he explores historic trails: Couple of summers ago he and his wife covered the Lewis and Clark trail—comfortably, in a car!



**THE SILVER SPOON . . .** in the Hon. Alexander C. Geddes's mouth didn't tarnish. He used it to dig out a career. Today, as managing director of Associated British Oil Engines, Ltd., he is in this country to spearhead ABOE, Inc., the recently (last October) organized U. S. subsidiary which, by marketing here a broad line of diesel engines made in England, is playing its part in the international effort to help make American-British trade more self-sustaining. ABOE is an amalgamation of a number of British engine manufacturers, controlled by Brush Electrical Engineering Co., Ltd., a vast industrial organization of which young (41) Geddes is also managing director. By the slick packaging of the varied offerings of these British engine makers, exports of the engines today are bringing in 18 times the value of those exported in 1939. The British machines are smaller than the U. S. ones, consequently offer little competition. Recently Geddes ran off the first U. S. convention of ABOE distributors and dealers. Here he is, flanked by two speakers at a N. Y. Sales Executive Club lunch, Dr. Paul Nystrom (right) and Don Mitchell.

BY HARRY WOODWARD

**HOME THE HUNTER . . .** and the new president of Armstrong Cork Company; home, too, is he—in his den with his favorite setter. But Armstrong's C. J. Backstrand, who started as a student salesman with the company he now heads, is too busy to stay there long. Only when he can steal off does he indulge his passion for hunting. (In 1940 hunter Backstrand bagged second prize in the Eastern Moose Class of the National Championship Competition for Big-Game Hunters.) A man who calls his shots, in the hunting as well as the floor covering field, Clifford Backstrand was born in Los Angeles, graduated from Pomona College, began with Armstrong almost 30 years ago and there, at least, stayed put. After five years as a salesman and district manager of the Floor Division's San Francisco office, he was brought to Lancaster headquarters in 1927. In the years between he's been assistant sales manager, assistant general sales manager, general s.m. and general manager. By '44 he was working direct with the president's office. Now he's brought down his biggest trophy—the presidency. He's a Mason, a Phi Beta Kappa and a vestryman of the little Episcopal church he attends. But if you want to see him grin happily ask, "How's hunting?"



## They're in the News



**NOTHING VENTURED . . .** nothing gained. Robert E. MacNeal, as a concrete example, ventured early and gained considerable. After high school at Glassboro, N. J., young Bob ventured to Philadelphia to study at Temple. He stayed on to work for the Curtis Publishing Company—today he's its new president. . . . The man who heads one of the country's great publishing houses has not had a turbulent rise: He began, quite inauspiciously, as a member of the Schedule and Planning Division. Then he transferred to the Standardization Division, became its manager. Hardly earth-shaking, but Bob MacNeal, with a Scotsman's tenacity, knew where he was going. It wasn't until 1937, when he was appointed assistant secretary of the company, that anyone suspected he'd bear watching. But five years later he turned up on the board, and scarcely a year ago they made him first vice-president. He's hardly what you'd term a violent man. But even the most temperamentally stable character has a core of unused energies. And Robert MacNeal balances his hobbies of golf, radio and photography with a potent one—fire-arms.



**AIR BRASS**—Heads of a dozen airlines got together recently in Chicago for mutual progress reports. Left to right, seated: Francis M. Higgins, Wisconsin-Central; Leverett S. Lyon; Eddie V. Rickenbacker, Eastern; W. A. Patterson, United; (standing) C. E. Woolman, Delta; J. H. Carmichael, Capital; Ralph S. Damon, TWA; Sidney A. Stewart, Chicago and Southern; Gordon R. McGregor, Trans-Canada; C. R. Smith, American; T. E. Braniff, Braniff; T. H. Reidy, Helicopter Air Service.

## Airlines Beat "Fear and Fare"

BY LAWRENCE M. HUGHES

**Although at least 90% of people still are ground-bound, vigorous selling of safety, dependability and "values" has lifted airlines nearly even with Pullman in volume. At 300 miles an hour, they have started to make money. And jet-propelled passengers may be just around the corner.**

That winding, rusty-looking thing you see down there, children, is not the remains of a prehistoric dragon. It's what was known as a *rail road*. On those rails a smoking, snorting engine once yanked a long train of cars, carrying people or hogs or things from one place to another.

The whole business was noisy and dirty, and heavy and awkward. It cost a lot of money and a lot of work. It could never move faster than 60

or 70 miles an hour. And it could go only where there were rails.

Yet, not so long ago, rail roads were quite important. For a time, they were even more important than airlines.

If these conjectures on 1975 A.D. seem to have buried the rail roads prematurely, let us reflect on some recent remarks of Robert Ramspeck.

Addressing Chicago's Rotary Club last December, the executive vice-

president of Air Transport Association suggested in effect that the rail roads, to defer their own economic death, turn over first-class or Pullman transportation to the airlines.

The more passengers the rail roads carried, Ramspeck said, the more money they lost in the process. Perhaps the rail roads were fortunate in the fact that their passenger business, both Pullman and coach, in 1949 was only one-third as large as it had been in 1944.

Meanwhile, the 16 domestic trunk airlines in 24 years have lifted their passenger mileage from zero to nearly even with Pullman.

They are even beginning to make money on it.

Of the 15,894 million first-class passenger mileage by both rail and air in 1949, rail carried 58.61% and air 41.39%. But while Pullman in the last five years was dropping from

26,043 to 9,315 million passenger miles, air was trebling from 2,161 to 6,279 million.

In 1949 alone Pullman lost 1,685, while air gained 779 million passenger miles. At this rate air would pass first-class rail late this year. In fact, some leading aviation people believe that air already has moved ahead.

And they add: You haven't seen anything yet.

### Why Fly?

People fly to get there fast. The longer the distance the higher the proportion of fliers. Economists of Air Transport Association estimate that today air gets only 1% of all first-class air-or-rail trips of less than 150 miles. For 150-500 mile trips, however, air's share rises to 12%; 501-1,000 miles, to 57%; 1,501-2,000 miles, to 65%.

But then, on domestic runs of more than 2,000 miles, or coast to coast, the scheduled airline share dips to 49%. This the ATA blames less on through Pullman service than on the postwar mushrooming of non-scheduled air carriers. As against \$157 for scheduled carriers' standard fares and \$110 for their new air-coaches, the non-scheduled entrepreneurs will take you from Los Angeles to New York for \$88, \$77, or what have you?

The non-sched passenger must wait until a prewar DC-3 or wartime DC-4, purchased from Government surplus, has been filled—fully filled. He eats enroute as best he can. He may see the pilot pass the hat at Cheyenne to buy gasoline to continue on toward Chicago . . . It's all as shoestring as that.

Some "scheduled" executives say that the non-sched boom, along with their planes, has collapsed. But it still causes concern in certain quarters.

A vastly more important competitor, however, is the private automobile.

Scheduled airlines are the only passenger carrier which is bucking—or rather, moving ahead with—the family car.

Even in 1944, when motor car use had been cut sharply by gasoline rationing, all common carriers combined did less than 44% of all intercity passenger mileage. By 1949 cars were accounting for 83.81% of a record 360 billion total.

The airlines' part of it seemed insignificant—less than 2%. But in the last decade it has nearly quadrupled.

During the war the airlines' wings were clipped close. At Pearl Harbor they had 359 planes in service. They were predominantly 21-passenger,

180-mph Douglas DC-3's.

Then Uncle Sam took all but 175 of the 359.

The rail roads may boast of cutting four hours off their New York-Chicago running time in 50 years. That interval would reach back beyond an incident on the sands of Kitty Hawk, N. C., where on December 17, 1903, a young man named Orville Wright first lifted an aeroplane off the ground, at eight miles an hour.

But by V-J Day airline executives knew that passengers would not permit them to keep on plodding along at three miles a minute. Military planes already were flying several times as fast.

Perhaps the executives were over-optimistic about the pent-up demand for speed and more speed.

At any rate, they went out and shot their war-built wad on faster and bigger planes. By last January, 30 scheduled airlines (16 trunk and 14 feeder) were operating in domestic service 864 planes. About 400 of these were still DC-3's. A few were even 14-passenger Lockheed Lodestars.

But to the two-engine list had been added postwar Convair-Liners and Martin 2-0-2's. And in the four-engine group were 240-mph DC-4's, and smaller but representative numbers of 300-mph DC-6's, Constellations and Stratocruisers.

Today, improved and faster versions of all of these planes are being offered.

### What's to Come?

And turboprop and jet passenger planes are still to come.

Except for Robert R. Young and his proposed 150-mph "Train X," the rail road people would rather not talk about speed. They don't even talk much about rail roads. They spend their time and money mainly in damning the airlines and other carriers.

Through two decades, for instance, they have shown an unholy concern about sudden death in airplanes. The New York Central, the Southern Pacific, the New Haven, the Santa Fe, and others have told the airlines' customers: Don't be a sucker or a suicide.

All of which hasn't helped the airlines.

Nor the rail roads.

Meanwhile, they now see 40,000-000 cars moving over three million miles of intercity and rural highways, to many places they never reached, while they are still confined by less than one-tenth as many miles of rails.

How many miles of highway in the sky?

Perhaps the rail roads have become too "set," too much of an anachronism for even energy, brains and resourcefulness to help. But things surely would have been no worse for them, had they tried.

They have complained much about their poverty. But the airlines haven't been getting rich, either . . .

The other day a dark, gaunt, hawk-nosed man who has faced death in the air hundreds of times over four decades, stretched out his legs in a corner office at 10 Rockefeller Plaza, and pondered the "unbelievable wonders" which aviation has wrought.

But the thing that impressed Captain Eddie Rickenbacker most was the ability of Eastern Air Lines to operate in the black, in spite of everything, every year for 15 years. This is a record in the industry. Eastern's president is proud of it.

### Net Assets of U. S. Airlines

After a quarter century, the net assets of all U. S. domestic airlines have grown to about \$700 million—or less than one-fourth as much as the Pennsylvania Rail Road alone.

Through World War II, however, on their 175 little DC-3's, they managed to make money—maintaining load factors of 90 or more. Their combined net operating income reached \$36.4 million in 1944, \$34.1 million in 1945.

Then on the heels of conversion and expansion, they plunged into a combined net operating loss of nearly \$6 million in 1946, and of nearly \$21.4 million in 1947.

The bright blue yonder suddenly turned gray.

Before the war they had paid less than \$100,000 for a DC-3. Now they were paying \$874,000 each for a DC-6 or Constellation, were ordering Stratocruisers from Boeing at \$1.6 million each.

These four-engine, pressurized planes seat two or three times as many as the 21-passenger DC-3, but their operating costs are proportionately higher. More people were flying, but as more of the new planes went into service the passenger load factor dropped below 80 and 70. In the last two years it has been less than 60.

Then in the big new planes unexpected "bugs" developed. On Memorial Day, 1947, 53 died in the crash of an Eastern liner at Port Deposit, Md. Two weeks later, on June 13, 50 bodies from a Capital Airliner were strewn over the Blue Ridge mountains of West Virginia. On October 24, 52 died in Bryce Canyon, Utah, when a United plane crashed



**LADYBIRDS**—United Air Lines started taking some of the "fear" out of the air on May 15, 1930, by introducing the stewardess. No. 1 in this pioneer group was Ellen Church (third from left, below). All the girls then were registered nurses. They are shown beside a Boeing tri-motored plane, which could do two miles a minute. The girls at the left are 1950 versions of the 600 stewardesses flying with United and the 3,000 on America's domestic airlines. They aren't nurses, but they still have a certain tonic effect.



and burned. From 75 and 76 in the two previous years, passenger deaths nearly trebled in 1947 to 199.

A lot of people, that year, followed the rail roads' injunction: "Next time, take the train."

But in 1948 the domestic airlines came back, with a slight net operating income of \$2,075,114. In 1949 they multiplied this tenfold to \$23,562,699.

Today, they are moving ahead in all the "carrying" branches of their business.

Mail has been carried by air since 1918, express and passengers since 1926, and freight—officially—since the lines joined to launch Air Cargo, Inc., in 1941.

In the last decade the mail ton mileage of domestic airlines has multiplied four times and express about seven times. Air freight, usually carried in separate planes, has grown from zero to about 94.5 million ton miles.

But on the trunk lines, passenger business still dominates. From 69% of their total in 1940 it rose to 87% in 1946, and in the last two years has been 81 and 82%.

Ignoring the subsidies on which they were born and bred, the rail roads have said a lot about airlines' mail and other subsidies.

Average ton mile payments to all domestic airlines dropped from \$2.14 in 1939 to 50.51 cents in 1946. Then they were raised by stages to \$1.27½ in 1948; then reduced again to \$1.12½. Even so, the airlines got nearly as much mail income in 1949 as in 1948—\$46.5 against \$47.9 million—and more than twice as much as the \$20 million in 1940, when mail was 26.2% of all their operating income.

Vice-Admiral Emory S. Land, ATA president, emphasizes that not

the airlines but the *users* of airmail are being "subsidized." Their total subsidy over 30 years, he says, "amounts to about half of one year's subsidy (italics the admiral's) to users of second-class mail." Whereas the current airmail subsidy runs about \$27 million annually, "the annual subsidy to second-class is \$207 million; to third-class, \$139 million; fourth-class, \$82 million, and the penny postcard, \$57 million."

As to the rail roads' charge of "free use of airports," he shows that of all airports in the country, the military uses 10%; scheduled lines, 20%; private and nonscheduled operators, 70%.

Number of domestic scheduled stops is now more than 800.

#### How About Air Cargo?

Air Cargo reaches nearly all points served by more than one line, and offers pickup and delivery service to some 2,000 others. In late 1948 air express was supplemented by air parcel post.

There's little profit as yet in either air express or freight. The airlines need planes specially designed for these services. They'd like Uncle Sam to pay at least the initial costs of them.

When they say they haven't the money, they're speaking with restraint.

Between 1940 and last September 30, the 16 domestic trunk lines upped total assets sevenfold, from \$71.3 to \$500 million. But their net worth rose only from \$50 to \$223.5 million. And purchase of new equipment and

other factors caused their long-term debt to soar 3,500%, from \$4.3 to \$155 million.

They have economized drastically. ("Hell," said Rickenbacker, "we don't save pennies on this airline. We save *millions*.") Between 1946 and 1949 the average revenue ton miles produced by each of some 60,000 employees of all domestic lines rose from \$9,534 to \$14,115.

But they always find money for promotion.

To combat the \$3 million-a-year advertising-public relations program of Association of American Rail Roads, ATA may resume a cooperative advertising campaign soon, Merrill F. Redfern, vice-president for traffic of ATA, told SM.

The ATA series from 1938 to 1947 cost between \$400,000 and \$700,000 a year. Aircraft and equipment concerns joined with carriers in paying for it. Erwin, Wasey & Co. was the agency. Harold Crary of United Air Lines is advertising chairman.

Individually, the airlines also have girded for sales action. They spend on advertising 2½ to 3% or more of passenger revenue.

The Big Four airlines are tiny in contrast with the Big Six rail roads: the Pennsylvania, New York Central, Southern Pacific, Union Pacific, Santa Fe, and Baltimore & Ohio. But their combined annual advertising expenditure of about \$10 million already is larger. UP's \$2.5 million leads rail road advertisers, but American, Eastern and TWA each spends more than this, and United is not far



## A sturdy tree...let's keep it healthy

The Bell System is one of the great businesses of this country and a part of the prosperity of the whole country.

It provides the best telephone service in the world, and the price is low. It buys widely in many markets. It employs over 550,000 men and women and its annual payroll is above \$3,000,000,000—more than three times as much as in 1940.

**Helps Business Generally**—These things are all good for business, and for the people business employs. The wages spent by telephone employees

mean jobs and wages for people in many other lines. So do the large purchases of Bell Telephone Companies themselves.

Western Electric, the manufacturing, purchasing and supply unit of the Bell System, alone bought from 23,000 different concerns in 2500 cities and towns last year.

**From Little Acorns**—The Bell System is a sturdy oak that has grown from the little acorns which are the savings of many hundreds of thousands of men and women in all walks of life

and in every part of the country. It is the money these people invest in the telephone system that provides the capital for new facilities to improve and expand the service.

**The Roots of the Matter** are rates and earnings that are adequate to meet today's increased costs and attract new capital.

For only if rates and earnings are adequate can we give you telephone service that gets better year after year, and that grows and expands to meet your constantly increasing use.

BELL TELEPHONE SYSTEM



below it. Even such medium-size airlines as Northwest and Capital spend as much—about \$1 million each—as the Pennsylvania and the New York Central.

They are building better for tomorrow. They have results to show for it.

Eastern made a net profit, after taxes, of \$2 million on gross operating revenue of \$70.3 million in 1949. This compared with \$2.3 million on \$66.7 million in 1948. In 1946 it was able to earn \$4.5 on \$42.1 million, or 11%.

Meanwhile, American turned a 1948 loss of \$2.9 on \$89.3 million into a 1949 profit of \$6.5 on \$103.2 million. In 1947 and 1946 it had lost \$3.4 million and \$376,000, respectively on \$82 and \$68 million sales. But in 1945 American's net profit of \$4.3 million was nearly 10% of \$47 million operating revenue.

### TWA: Ownership Record

Symbolizing the efforts of Howard Hughes, at whatever cost, to put TWA on top, the corporate name of Transcontinental & Western Air was formally changed on April 27 to Trans World Airlines, Inc. His wholly-owned Hughes Tool Co. holds 73.57% of TWA's outstanding stock. Probably this is a record in individual ownership of a major transport system, since William K. Vanderbilt in 1880 had about 80% of New York Central . . . and thought he could afford to say: "The public be damned!"

TWA, however, is doing no damming. After having made net profits ranging from 8 to 12% in the four wartime years, it went nearly \$9 million in the red in 1946. That was the year TWA expanded overseas. It was also the year when the new Constellations were grounded and the system hit by a prolonged strike.

Still, TWA's \$60 million volume in 1946 was nearly twice the \$33.8 million of 1945. In 1947, it lost \$5.4 million on \$82 million; in 1948, \$1.3 on \$101 million. Finally, last year, it moved back into black, with \$3.7 on \$106 million.

From this last figure it would seem that TWA has passed American in sales among the "domestic" lines. But only about 60% of the \$106 million came from domestic business, 40% from overseas. American does not include a controlling interest in American Overseas Airlines in its \$103 million. In "domestic" business, TWA trails American, United and Eastern.

United has lost money in only

seven of its 24 years. The largest loss was \$3.5, on \$69 million volume, in 1947. But as early as 1928 it was earning \$1.2 on \$4 million. From 1948 to 1949 it turned \$1.1 loss on \$83 million into \$2.2 profit on \$92 million.

If the Big Four ever become the Big Five or Six, logical candidates are Northwest and Capital. Northwest converted a whopping \$8 million loss on \$35 million sales in 1948 into a \$1.2 profit on \$40 million last year. Capital turned \$126,000 of red ink into \$1.7 million of black ink—although its operating revenue rose only from \$23.3 to \$27 million.

Coil Hunter is president of Northwest and J. H. (Slim) Carmichael, of Capital. Presidents of the Four are C. R. Smith of American; W. A. Patterson, United; and Ralph S. Damon, TWA, and Rickenbacker of Eastern.

In contrast with most rail road managers, these top airline men are highly sales-minded. But one veteran aviation consultant still believes that the industry has progressed promotionally in spite of them. "Operations," he said, "continues to be their dominant department. Selling is something they get to, when they can."

Another veteran calls Patterson, a former banker, "cautious and conservative"; Smith "progressive—even visionary"; Damon "an engineer," and Rickenbacker "a public relations man." He thinks Rick has done well at selling the president of Eastern!

### Emphasis on Selling

The major lines vary their emphasis on different forms of selling.

In 1949 American cut advertising-publicity expenditures about \$800,000, from \$3.3 to \$2.5 million, but boosted "traffic and sales" efforts from \$8.4 to \$9.4 million. On the other hand, TWA expanded traffic-sales only from \$10.8 to \$11 million, while increasing advertising-publicity from \$2.7 to \$3.1 million.

"To reach all possible prospects," said E. O. Cocke, TWA's sales vice-president, "we feel we have to do more promotional selling. For both domestic and foreign business, we have in the United States 107 salesmen. If all of them made eight calls a day, they'd reach only 850 out of millions of prospects."

Under R. E. S. Deichler, sales v.-p., American has five regional vice-presidents—in Boston, New York, Chicago, Dallas and Los Angeles. Their job is to see that "more people [continue to] travel with American than any other airline in the world."

The salesmen report to them. Under the eastern regional v.-p. at New York, for example, are 325 salespeople in 15 cities.

In its annual report Eastern lumps "selling and advertising expenditures"—which rose in the last two years from \$8.0 to more than \$8.7 million. But Rickenbacker told SM that Eastern is now spending \$3 million for "advertising, including public relations and displays." About \$2 million is devoted to every-week, 1,800-line insertions in newspapers of 65 on-line cities, to emphasize "dependable airliners" and "experienced personnel."

Officially, United lumps "traffic, selling and advertising"—expenditures for which gained only \$36,000 last year, from \$10,732,000 to \$10,768,000. Of \$1.8 million for all forms of advertising in 1949, \$1 million was "commissionable," in newspapers, magazines, TV, outdoor, etc., through N. W. Ayer & Son. The 1950 expenditure will be slightly larger.

(American's agency is Ruthrauff & Ryan; TWA's, Batten, Barton, Durstine & Osborn; Eastern's, Fletcher D. Richards Co.)

Whatever the slogan, or the theme, or the specific offering, airlines still wage constant war on Fear and Fare.

### Where Growth Lies

General Jimmy Doolittle has said that the growth of the airlines rests on their ability to sell six factors:

1. Safety
2. Reliability: departures and arrivals on time
3. Economy: for the public and the airlines
4. Passenger convenience—in schedules, handling, etc.
5. Passenger comfort—especially in the air; and, lastly,

### 6. Speed

As yet the airlines haven't begun to tap their market. Everyone who wants or needs to go anywhere should be a prospect. But despite the steady growth in number of passenger fares on domestic lines annually—from six thousand in 1926 to 15 million in 1949—probably 90% of the population still have not flown.

The precise number of individual "fliers" is not available. Most of the experts won't even hazard a guess at it. Grahame Aldrich, ATA's chief economist, estimates that last year's 15 million represented only 3,250,000

# what makes some ads seem anaemic ...to the reader?



Many a bright-eyed ad that leaves its *sponsor* beside himself with pride in his product leaves the *prospect* asking, "But what will it do for *me*?"

Such ads are deficient in the most potent selling vitamin: a clear, forceful, unmistakable picture of how your product serves your prospects' self-interests.

## Self-interests are many

One company spent thousands advertising COMFORT as the prime contribution its product could make to its users. Certainly *comfort* was an important end-result this product produced. But a modest amount of "Ditch Digging" disclosed that it was mainly the SAVINGS it made possible that interested the people who bought it; savings that needed dramatizing in different ways to separate groups of prospects!

Another advertiser had learned from his selling and servicing experience that ECONOMY was his password to business. But as his business expanded from market to market, he found that *economy* had to be translated in different ways. In one market it meant *salvage* of worn parts; in another, *protection* against corrosion; in still another, labor and time saving operation.

If it's possible that a shot of "user interest" vitamins might tonic your advertising, we'd like to discuss four simple "Ditch-Digging" steps that help advertisers get more for their money.

1. **Finding out who has to be sold.**
2. **Finding out what appeal works best in selling them.**
3. **Finding out how and where to reach the greatest possible number of them—economically.**
4. **Then REACHING THEM, often enough.**

Giving the right answers to "What will it do for *me*?" to the right people at the right times in the right way means more SALES at lower unit sales cost.

## THE SCHUYLER HOPPER COMPANY

12 East 41st Street, New York 17, N.Y. • LExington 2-1790

"DITCH-DIGGING" ADVERTISING THAT SELLS BY HELPING PEOPLE BUY

separate people. Nearly four out of five were repeaters. Redfern of ATA thinks the 1949 net number was five million. Rickenbacker believes that the 95 million airline seats sold in the last decade were used by 15 million separate people.

Yet, scores of millions are "interested" in airplanes. They talk about them. Many will even travel miles and spend money to look at them. But they still regard four-engined flight in much the same light as a trip down Niagara in a barrel.

In the spread of headlines, stories and pictures of charred and mutilated bodies, there isn't usually room to show that the domestic airline passenger fatality rate in 1948 and 1949 held at 1.3 per 100 million passenger miles. Compared with rail roads and intercity buses, this was still bad. But it was 50% better than your chance of survival in your own car.

And it was nearly three times as good as the airlines' own performance in that godawful year 1947.

Safety rests on Reliability and Dependability.

In heavy weather in the winter of 1946-47, planes sometimes were stacked 35 high trying to get into New York's LaGuardia Airport. A three-month survey there that winter showed 87% of all schedules were delayed or canceled during "instrument weather." In 1947, weather, air traffic congestion and other factors forced the 16 U. S. trunk lines to cancel 16.5 million scheduled mileage.

#### 4 Safety Steps

Then the industry acted. In addition to more thorough testing of planes and training of personnel, largely postwar recruits, it took—with CAB's help—four steps: For safety and dependability it adopted the instrument landing system (ILS); ground control approach (GCA); alternate routes (enabling planes to "fly around the weather"), and airport traffic control, aided by ILS and GCA.

In 1948 and 1949 canceled mileage was reduced 31.1% and then 48% from 1947. Cancellations due to traffic congestion were eliminated.

Throughout the country schedule dependability in three years improved 70%.

But still, can you afford to fly?

For the thrill of making like a bird, pioneer passengers two decades ago paid 12 cents a mile.

During the '30's fares averaged 6 cents; during the war about 5. Today, on "first-class" planes, they run from 5.5 to 6.

The airlines used to add in their

free meals, against rail roads' passenger-paid meals, to prove it cost no more to fly. But with the Eastern railroads' 12½% fare increase last fall, they need not mention meals to prove that first-class air fares usually are less—sometimes by 20%—than first-class rail road with Pullman lower berth or parlor car seat.

However, rail coach (and some cynics, with that strapped-in feeling, call even Constellations and DC-6's "flying day coaches") still costs about 50% less than first-class air . . .

Rates are based on cost and load factors.

A fine time to own an airline is on a clear and balmy Friday afternoon in June. If you're running east-west, and competition isn't too keen, and nobody's had a recent crack-up, you can count on all the load you can carry.

#### Skyful of Bargains

But all flights can't be made in daytime, or late week, or midyear. Operating for "public convenience and necessity," the lines must fly most of their runs at off times. To build load factors then—and to win new converts to air—they have introduced a skyful of bargains—among them the Aircoach, the Family Fare Plan, and various tour and vacation packages.

Capital pioneered aircoach in the fall of 1948 to fill planes at inconvenient, and scarier, late-evening hours, on the inducement of a 4 or 4½ cent fare. Specifically, aircoach was intended to overcome the price advantage of non-scheduled airlines.

At first the other airlines and CAB greeted the aircoach rather coolly. But this spring CAB chairman Joseph J. O'Connell Jr. said he regarded it generally as successful. Despite some failures (unpublicized), 20 authorized aircoach flights now serve 28 points across the country.

For 4 cents, on aircoach, one gets usually more crowded, non-pressurized DC-4 planes, one stewardess instead of two, and no free meals aloft.

But for the first time in the North and East at least, this service permits airlines to undersell rail coach, which—excluding commutation—handles more than two-thirds of rail passenger mileage.

Not counting the time saved by air over rail (which Jess B. Bennett of Braniff Airways recently figured to be worth \$255 million a year), both first-class and coach flying now cost less, respectively, in some areas, than rail Pullman and rail coach.

For example, New York-Chicago first-class is now \$44.10 by air vs.

\$48.64 rail Pullman; Detroit-Washington, \$26.30 vs. \$32.33. New York-Chicago aircoach is \$29.60 vs. \$30.71 rail coach, and Detroit-Washington, \$16.70 vs. \$20.09.

Slim Carmichael is pleased. Reporting for 1949 he said that in 14 months Capital carried 140,000 aircoach passengers. Their "percentage of 'first riders' was substantially higher than those carried in regular service." And despite the reduced fare, the average aircoach passenger fare was \$6 higher.

Both TWA and American seem sufficiently sold to have converted recently DC-4's on their New York-Los Angeles aircoach flights, respectively, to Constellations and DC-6's. TWA's Damon regards aircoach as a "noteworthy development."

But American's Smith said "it is too early to appraise results." And Patterson of United and O'Connell of CAB agreed with Rickenbacker in urging "careful regulation to exploit the new low-fare market and maintain the first-class market simultaneously."

To stay healthy, O'Connell believes the industry still needs 5.5 to 6 cents a mile.

Patterson has been most skeptical. Not until May 14 did United throw aircoach into a West Coast fare war with the non-sched lines and a subsidiary of Western Air Lines. Then it introduced DC-4's on the 300-mile San Francisco-Los Angeles run for \$9.95—or 3½ cents a mile.

For SM he drew charts to show that aviation's main market is in the long jumps. The average bus ride, at 2 cents a mile, is only 43 miles; the average rail coach ride, at 4 cents or more, 91 miles. Airlines can't compete with either on such short hauls. "In cutting rates for longer trips, we're only cutting our own primary profit . . ."

#### Success: Family Fare Plan

Smith claims success for the family fare plan. Whereas on American Friday and Sunday each formerly carried nearly three times Tuesday's passenger business, Tuesday today is near the Friday peak. Daily fluctuations throughout the week are relatively "insignificant."

In 1949 American's direct family fare revenue was about \$7 million, or about 9% of its total \$88 million passenger revenue.

United has had a 27% gain in Monday-Wednesday "family" business, but it doesn't know the extent of diversion from late-week.

In 1946 the domestic airlines carried nearly twice as many passengers

in summer as in winter. In 1947 the summer-winter ratio was still five to three. But with development, and promotion, of "dependability controls," it is now about three to two.

Special promotions have helped too. TWA joins with hotels and ranches of the Southwest to offer a "winter package." American offers Grand Canyon and other winter tours. United promotes vacation tours and packaged marriage trips to Las Vegas and packaged divorces to Reno. In slack seasons, Capital has sold group travel to industrial companies, football teams, clubs and others.

### Must Find Summer Business

Flying north and south, Eastern must find ways to build *summer* business . . . Last summer, with CAB okay, Eastern introduced excursion fares to Florida. Hotels there were induced to cooperate with special rates and promotion. Rickenbacker figured "we'd make money on it even if we only broke even"—and spent \$1.5 million in the North to promote it. Thousands of low-income people, he said, "took a Florida vacation cheaper than they could do it at Atlantic City."

Safety and dependability, economy and especially speed are factors that can be measured and statisticated for all the ground-bound to know. But convenience and comfort must be proved largely by personal reactions. Convenience could be called the process of making it easier and comfort of making it pleasanter to fly.

Despite their efforts to attract women through such devices as aircoach, family fare and vacation packages, the airlines still depend on men—and mainly men traveling on business—for the bulk of their revenue.

An early factor in developing this market was American's introduction of the air travel credit card, which is now "universal" on all lines. On American alone in 1949, said Charles R. Speers, general sales manager (who "invented" the card in 1933), about \$48 million of travel was bought by 165,000 cardholders. The credit loss on this volume was only \$12,000.

United has just introduced mail-order ticket purchasing.

In addition to the older Hertz-airlines plane-auto service, American recently arranged with Avis Rent-a-Car system to provide cars for individual passenger use at destinations, at maximum rates of \$6 a day plus 8 cents or less a mile. American makes car reservations by teletype. The car is waiting on arrival.

The personification of airline comfort is a gal called the stewardess. United made her debut in 1930. The name of this first flying Florence Nightingale was Ellen Church. She was a registered nurse. If you got sick or scared, Ellen was there to hold your hand.

Today, the domestic airlines alone boast some 3,000 Ellens. The girls no longer need be nurses. But they are thoroughly trained and competent.

On May 15 United held a nationwide observance of Ellen's 20th anniversary.

Eastern holds periodic staff meetings of advisory, field and junior "boards of directors." At these meetings everybody gets up in turn to air his problems and to show what he has done to solve them. In the process, they learn "eloquence." "If you can't talk to your own gang," Rick tells them, "how do you expect to be able to talk to the public?"

"We call these 'you're your own boss' meetings. In the process each learns about all the others' jobs. Toward the end of one five-day meeting I wondered who in hell was running this company. And I decided they were. There isn't a man among these junior executives and staff people who can't tell you more about Eastern Air Lines than the officers of most other companies can tell you about *theirs*.

"While the city traffic managers and others were away at meetings, their assistants had to carry on—with the result that *they* learned more about their superiors' jobs, and about Eastern.

"I read and analyze, four times a year, some 300 reports prepared by our men for these meetings. It's hard work. But it all helps to save money, improve standards, and build business."

### Suggestions Pay Off

Northwest, United and others conduct employee suggestion systems and contests. Nearly all the lines—and specifically TWA and Eastern—urge stockholders to use their facilities "whenever you travel or ship."

How far commercial aviation goes tomorrow depends largely on *how fast*.

On April 18 a four-engine Avro turbojet transport flew the 365 miles from Toronto to New York in one hour. At 20,000 feet it reached 425 miles an hour—or about 100 miles more than the fastest American transport speed to date.

For some months England has been testing jet transport planes. The English and Canadians may have them in service by 1952.

American operators as yet haven't agreed as to whether to modify present transports with turboprop engines, lifting speeds to 400 miles an hour, or to go all out with new jet planes at 500 to 700 miles an hour.

Turboprop engines are still propeller-type. Nearly all power developed in gas combustion chambers is converted into shaft horsepower to drive the propeller. Only a bit of exhaust gas escapes through a tail pipe as jet thrust.

In jet or turbojet the plane is driven, without propellers, entirely by the thrust of gas.

### Jet or Turbojet?

Robert E. Gross, president of Lockheed (which makes military jet planes) is trying to sell a complete shift to jet now. LaMotte T. Cohu of Convair, among others, urges the intermediate step to turboprop, Douglas stands ready to offer both.

General Motors' Allison Engine division recently bought a Convair-Liner, fitted for cargo, and is installing two 2,750-hp. turboprop engines. Flight tests will start in June.

Turboprop is the next "logical step in airplane progress," Cohu said, "because the vast public investment in airports, airways and air-traffic control systems is geared to propeller-driven planes.

"These planes will fit neatly into today's traffic pattern." They can carry "ample reserve fuel" and can remain stacked "for long periods, if necessary—a performance which pure jet transports will be unable to match."

Turboprop also would eliminate "most of the noise and vibration now encountered in piston-powered transports." Weight would be reduced, due to fewer parts. So would repairs and replacements.

Patterson told SM that if turboprop engines for transports were available, "United would buy them tomorrow and put them on one cargo plane for a year's test." He emphasized turboprop's "amazing quiet and comfort: You can put a half-dollar on end in one of these planes and it won't turn over."

"Probably, we won't be able to get them for two years, but we can already see the end of the piston-powered era."

Other air transport men foresee a coming three-way era—with 600-700 mph jets handling all runs of more than 500 miles; 400 mph turboprops, for 150-500 miles, and 20-passenger, 120 mph helicopters for short jumps.

What will the railroads do then?

# Fiberglas Talks to Consumers About a Product They Never See

Based on an interview with **JOHN R. McCORD**

Sales Manager, Equipment and Appliance Division, Owens-Corning Fiberglas Corp.

To broaden industrial markets, many a manufacturer is now advertising and promoting to final users in order to gain identity for a material otherwise lost in the process of re-manufacture. Here's an excellent case history.

Fiberglas is a product which, because of its nature in most applications, is rarely seen by the user. It comes into the home as an integral part of something the ultimate consumer buys, such as a refrigerator, home freezer unit or cooking range, or it may be in the walls or under the roof of his house. There are many other uses: It is used in heating units, insulated bags, water heaters. In the finer automobiles it is employed both for insulation and as a sound deadener. Primarily it is desirable because of its remarkable qualities as a thermal insulator, but research is steadily broadening its uses.

The process of fabricating Fiberglas insulating wool starts with a glass batch. The molten glass is drawn into intricately interlaced fibers averaging five ten-thousandths of an inch in diameter. These fibers, formed into a blanket, batt or board, leave millions of dead air spaces and so insulation. One of the most spectacular and convincing demonstrations is this:

A quart of ice cream is wrapped in Fiberglas wool. It is then placed in an oven with an unbaked pie. Both are then baked together. The pie comes out a crisp brown. The ice cream comes out still frozen.

"Our customer, generally speaking, is the manufacturer of some appliance or piece of equipment requiring insulation," explains John R. McCord, sales manager of the Equipment and

Appliance Division of the Owens-Corning Fiberglas Corp., Toledo, O., glass center of the world. "But to support our customer in getting business we have for a long time carried on a program aimed at selling not only our customer but our customer's customer and our customer's customer's customer. Our customer's cus-

tomer is the distributor and dealer; our customer's customer's customer is the home owner.

"This three-step method of merchandising may sound complicated at first glance but really it is fairly simple. It works like this: (a) We must convince the manufacturer that the use of Fiberglas gives him a superior product, one that, because it is wanted, will sell more readily and at better profit; (b) we must convince the jobber and the dealer of the superiority of products made of Fiberglas and teach him how to get the story across to the retail customer; (c) we must advertise and promote Fiberglas to acquaint the home owner with our product so that he will be

## Introducing "By" and "Kay" to help you sell!

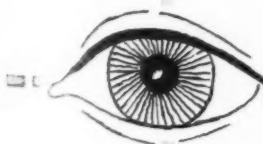


**MAN-TALK vs WOMAN TALK:** Fiberglas has invented two characters "By" (for Byron) and "Kay," who are featured and talk in trade advertising to make clear the need for developing different sales approaches for men-prospects and women-prospects.

FIBERGLAS IS IN YOUR LIFE...FOR GOOD!



ANY WAY YOU LOOK AT IT...



**IT LOOKS AT YOU!** This is Magicast\*—a new technique that promises to revolutionize point of purchase advertising. Displays made the Magicast way *seem to turn* and follow the viewer's eye . . . create an *illusion* of movement so realistic, so persistent it defies description. In every test made to date, Magicast displays have drawn tremendous crowds, greatly stimulated store traffic—and sales. It will pay you to familiarize yourself with Magicast—THE DISPLAY THAT LOOKS AT YOU. If you want to see what Magicast can do for you, just drop us a line on your company's letterhead. *There is no obligation, of course.*

## **CONSOLIDATED** *Lithographing Corporation*

Member of Point of Purchase Advertising Institute  
1013 Grand Street, Brooklyn 6, N.Y.—EVergreen 8-6700

Magicast displays can feature faces, figures, trade marks, products—any 3-dimensional subject—in a wide range of sizes. The material used (Vinyl Plastic) is durable, water and weather-resistant, color-fast, light and easy to ship.

\*Patented by Third Dimensional Advertising Corp. and a Consolidated Litho Exclusive in the lithographic field.

more susceptible to the dealer's sales presentation."

In its current promotional campaign, aimed chiefly at dealers and their salesmen, the Owens-Corning Fiberglas management has come up with an idea that is likely to shock many wiseacres in the advertising and promotion field, who have become well rutted in the clay of accepted thinking. This thing is revolutionary. It is icon-shattering. It turns topsy-turvy a favorite rigamarole:

*"Never underestimate the power of a man!"*

Owens-Corning has built a sales primer around this discovery. It says: "Take the field of appliances, for instance. Independent surveys show that *men* are involved in from approximately 45% to 90% of all major appliance purchases—either deciding alone, with their wives, or confirming their wives' choice."

The surveys, it points out, were made by manufacturers, magazines, economic departments of colleges, and advertising agencies. Figures vary from survey to survey, it notes, but adds that *men* are surely an important

factor in buying and selling in the appliance field.

So, promoting the program to *their* customers, Fiberglas tells appliance manufacturers:

"The job of advertising and promotion based on the *male* influence in appliance purchases is one that needs strengthening. We believe it is here that we at Owens-Corning Fiberglas can make the greatest contribution to the industry at this time."

To get this idea across, Owens-Corning says, "It's still a man's world when big money is involved."

### Compelling Factor

It does not take anything away from the "little woman." It still recognizes her as a compelling factor. To carry this thought out, Owens-Corning Fiberglas has invented two characters. The man is named *Byron*, intimately nicknamed "By." The lady is known as "Kay." In cartoon form *By* and *Kay* tell what men and women want to know when they go about the business of selecting an appliance. So here is the procedure:

1. *When talking to men:* Speak of sound construction, of reliable operating mechanism, of the manufacturer's "know-how," of the best insulation, which is, of course, Fiberglas.

2. *When talking to women:* Discuss the problem of proper size, of the simplicity of operation, of the ease of cleaning, of ample working and storage space and, of course, again, the best insulation, Fiberglas.

This story is handed first to their customer, the appliance manufacturer, then down through wholesaler and jobber salesmen to dealers and dealer salesmen, and the message is carried to the trade again in display advertising in such business publications as *Electrical Merchandising*, *Air Conditioning & Refrigeration News*, and *Electrical Dealer*. The trade is told that supporting advertising is carried in national magazines such as *Life* and *Better Homes and Gardens*.

Available to manufacturers using Fiberglas in their appliances, for distribution to dealers, are five-inch "reminders" which can be placed on the tops of appliances, or fixed to their sides, to tell the story to both men and women buyers.

These characters, known as Mr. and Mrs. Factor, mean this: "By" Factor tells men what to look for when buying appliances. "Kay" tells the woman's side of the story to women.

The extra push at the point-of-purchase, it is explained, is to take advantage of the *male influence*, something

YOU CAN'T AFFORD TO OVERLOOK

AKRON

CUYAHOGA FALLS

BARBERTON

GREATER AKRON POPULATION  
378,600  
Sales Management Estimate

ESTIMATED CITY & RETAIL TRADING ZONE POPULATION  
535,000

ESTIMATED CITY & RETAIL TRADING ZONE EFFECTIVE BUYING INCOME  
\$800,000,000

\*Larger than the Cities of

- Columbus, Ohio
- Atlanta, Ga.
- San Diego, Cal.
- Memphis, Tenn.
- St. Paul, Minn.
- Rochester, N. Y.
- Jersey City, N. J.
- Toledo, Ohio
- Birmingham, Ala.

There is but ONE WAY to reach and sell this rich Ohio Market . . . that way is adequate use of Akron's ONLY daily and Sunday newspaper.

# Akron Beacon Journal

JOHN S. KNIGHT PUBLISHER

• Represented by Story, Brooks & Finley

that has been neglected because so much stress has been made in recent years on the presumed theory that the wife is the all-impelling force in closing the deal. Two quick slogans have been devised for the campaign: "Let 'By' buy it," and "Help 'By' buy it."

Three steps, starting at the consumer level, are outlined to make the program work:

1. *At the Consumer's Level:* Stress Fiberglas as a plus feature in your advertising, literature, labels, displays.

2. *At the Dealer's Level:* Stress Fiberglas as a plus feature in business paper advertisements, displays and dealer helps.

3. *With Your\* Salesmen and Distributors:* Stress Fiberglas in your sales training, including the Owens-Corning sound color film, "The Wayward BTU."

Owens-Corning Fiberglas also has an elaborate merchandising kit for their customer, the manufacturer, which tells an amplified story of the use of Fiberglas in the construction of a wide range of appliances. "Most leading manufacturers of equipment and appliances use Fiberglas insulation." This use is growing among top-notch makers of such items.

The merchandising kit tells a pure product story, among other things that Fiberglas is: highly resilient and non-settling, odorless, clean and sanitary; won't decay, rot or burn; is moisture-resistant and non-corrosive; is extremely light in weight; is highly efficient and long lasting. It tells how to demonstrate, advertise, promote, etc., and use Fiberglas as a plus factor.

#### Promotes Ideas

Because Fiberglas is used in so many leading appliances, regardless of the manufacturer, Owens-Corning can promote the *idea* of refrigeration and cooking insulation generally without reference to any brand name and still feel quite sure that Fiberglas will be used in the appliance purchased. As long ago as 1945 the company had a definite public relations program built to fit into selling plans of any dealer selling better appliances.

One part of this program was a booklet, "Some Things to Remember." It was subheaded, "When you buy those new appliances." Then, "We wish you 'good hunting' and many years of enjoyment of your new investments in 'better living'." This booklet, which any dealer selling any high quality appliance can hand out

\* Meaning O-C-F's customer.

to his prospects, was printed in three sections. The contents:

Section I. The range, what to look for to get the best possible service over a period of years with, of course, a word such as this: "Good oven insulation helps keep the heat in the oven and out of the kitchen." The refrigerator, "be sure to get one big enough." How big? That depends on your family, which may increase. Ice capacity? Gauge by peak requirements. Satisfactory service? Good insulation, that's vital. Similarly, discussion of what makes the best in a

water heater, dishwasher, home laundry equipment, etc.

Section II: When you buy or build; a check list for an old house; if you build a new home; the heating system; weatherproofing the home. This may have nothing to do with buying appliances but the advice, being valuable, can make for good public relations between dealer and customer. It says: "Cast a critical eye on the neighborhood. What kind of neighbors will you have? Is it on the way up or down? What improvements are in and paid for? What

# Quad-Cities

Rock Island, Ill. Moline, Ill.  
East Moline, Ill. Davenport, Ia.

Four Cities-One Market

Population—Over 233 Thousand\*

(Metropolitan County)

Retail Sales—Over 249 Million\*

(Metropolitan County)

The powerful buying strength of Quad-Cities 233,900 population is reflected in retail sales totaling \$249,331,000 in 1949. Here is a unified, fast growing volume market that can deliver volume sales for your product.

Farm Machinery Manufacturing Center of the World

Nearly 60% of Quad-Cities' population live on the Illinois side and read the Argus-Dispatch newspapers . . . the only daily newspapers with solid coverage on the Illinois side.

\* All market figures from Sales Mgmt., May 10, 1950



## Moline Dispatch and Rock Island Argus

... the newspapers covering the Illinois side of the Quad-Cities

NATIONAL REP., THE ALLEN KLAAPP CO., NEW YORK, CHICAGO, DETROIT

are the taxes and special assessments? Any possibility of increase? What public services are available?" It goes on to point out other "catches" which may prove costly. And, naturally, there is some advice about insulation as investment.

Section III: Titled, "Once Upon a Time," this is a short, short story of glass. It dramatizes the fact that glass was first known in ancient Phoenicia, about 5,000 years ago, and tells how it was used in increasing ways down through the centuries. It finally gets down to the story of glass and its uses in fiber form, naming the product as Fiberglas. It tells how it is twisted into thread and woven into cloth; how it becomes gorgeous drapery fabrics used in clubs, school auditoriums, theaters and other public places where fire safety is desirable; how it is used in hundreds of products ranging from strong, fine surgical sutures to heavy marblelike plastic-laminates. And, finally, it asks, "What next will they do with these remarkable fibers of glass?"

"Dramatic Demonstrations," is the title of another booklet, issued in 1949, "to sharpen appliance selling in today's competitive market." This points a finger at Owens-Corning's consumer advertising in such publications as *The Saturday Evening Post*, *Ladies' Home Journal*, and *Good Housekeeping* and its trade advertising in leading dealer publications. It says:

"Dealer level advertisements such as these urge the use of demonstrations, and of sales talks based on dem-

onstrations, for better, more acute salesmanship."

Speaking to manufacturers (O-C-F's customers), the booklet says: "To make this program work best for you:

"1. At the consumer level, play up Fiberglas as a product feature in your consumer advertising, literature, labeling and displays.



"2. At the dealer level, include Fiberglas among highlighted features in business paper advertisements, store displays and other dealer helps.

"3. With your salesmen and your distributors, include Fiberglas in your sales training program, using material available to you from Owens-Corning."

Dealers are told to use, and have their salesmen use, the story that the

"blue bloods" in the appliance field, the major manufacturers, depend on Fiberglas to give them highest quality insulation. They are urged never to forget to stress "hidden value" in talking to prospective customers.

One dramatic tool, to illustrate the extreme fineness of a thread of Fiberglas, is a glass drink stirrer. This, in thickness, is about the size of an ordinary fountain pen. It is handed to the prospect. On it is printed, "A fiber of glass enlarged 55,000,000 times looks like this."

Round string tags and paste-on seals, carrying the legend, "Fiberglas Insulated," are available for attaching to appliances at point-of-sale. They can be used with any Fiberglas insulated product regardless of what manufacturer makes it and are available at any Fiberglas branch office.

Owens-Corning has among its many pieces of selling literature, a folder titled, "What Next Will They Do with These Fibers of Glass?" To stir the imagination it cites a long list of remarkable accomplishments:

How penicillin is produced in glass fermentation flasks stoppered with fluffy Fiberglas fibers.

### Fiberglas Know-How

How storage batteries are made, using wafer-thin porous Fiberglas retainer mats to increase capacity, service and life; how it was used to contain high-proof alcohol for the synthetic rubber program during the war; how it is used in radio, radar and other electronic equipment to cut down electric losses; how it is used to perfect the performance of streamlined diesel-electric locomotives and ships at sea.

"Such sales material, and we have a surprising mass of it, gives many manufacturers and their salesmen enthusiasm for Fiberglas," says John R. McCord. "It gives their salesmen a strong selling argument when they talk to dealers. Our advertising to the consumer is educational and informative. It gives him a desire to own the best appliances. It convinces him that they are better buys. It backs up the retail salesman, gives him a dramatic sales story to tell the prospect, and speeds the sale. But, best of all, it gives our customers the feeling that we support their programs for better selling and contribute a plus factor, Fiberglas, to the salesmen selling products using Fiberglas. We are one of the few basic material suppliers who believe that such extras are a part of the product we furnish and who devote advertising and promotional money to that ideal."

### Nothing makes hay like a good display!



NEW YORK—475 FIFTH AVE. • BLAINE & HELEN STS. ELMWOOD CINCINNATI 16, OHIO • CHICAGO—209 SO. LA SALLE

"We reduce sales-training time  
... increase selling efficiency...with AUDOGRAPH"

says **TWA**

Trans World Airlines, Sales Training Division



● "Thanks to the AUDOGRAPH Electronic Soundwriter," says Mr. Frank Brennan, New York Reservations Manager for TWA, "we are able to provide intensive sales training and, as a result, greatly increase the individual sales ability of the trainee!"

● **Selling flight tickets by phone** is quite an accomplishment. Its success rests squarely on the selling ability of the reservations agent.

TWA develops sales efficiency by using simulated passenger inquiries...and the AUDOGRAPH Electronic Soundwriter. These two-way conversations pinpoint selling faults, correct them...speed up training time. Result: increased selling efficiency and better sales performance at all times.

AUDOGRAPH provides this same efficiency for all types of business—large or small. Discover how, with AUDOGRAPH at your elbow, your own personal and office efficiency and output are stepped up instantly. Get the full facts, *today*. Just use the coupon, or phone your nearest AUDOGRAPH dealer. He's in your local Classified Telephone Directory.

Made by The Gray Manufacturing Company—established in 1891—originators of the Telephone Pay Station.

*Gray*  
**AUDOGRAPH**

ELECTRONIC  
SOUNDWRITER

● THE GRAY MANUFACTURING COMPANY, HARTFORD 1, CONNECTICUT

● Send me Booklet T-52—"Now We Really Get Things Done!"

● Name.....

● Title..... Firm.....

● Street..... City.....



**AUDOGRAPH** sales and service in 180 principal cities of the U.S. See your Classified Telephone Directory. Canada: Northern Electric Company, Ltd., sole authorized agents for the Dominion. Overseas: Westrex Corporation (affiliate of Western Electric Export Corporation) in 53 foreign countries.

# Every Saturday Is Sampling Day For the Weston Sales Force



It would be hard to guess how many hundreds of thousands of housewives have been impelled to buy boxes of cookies because a Weston man offered them a sample that tasted like more. One taste, it seems, is worth 10,000 words.

As told to James H. Collins by  
**ROBERT BUTLER** • Sales Manager,  
Burbank Plant, Weston Biscuit Co.

When our new baking plant was opened in Burbank, Calif., three years ago we organized our sales force from grass roots. Experience in the cookie business was not required, not desired. We picked keen young men who would learn our strategy and have nothing to unlearn.

It was understood that they would work Saturdays. That is our day for store demonstrations. Each man on his route, according to his own judgment of his trade's needs, goes into one or more food marts when they open Saturday morning and passes out Weston cookies for the taste test.

"The Taste Will Tell" is our motto, and from Great Britain to the Pacific Coast, including Canada, our sales strategy is based on it.

Any Saturday, from Seattle to San Diego (our own area is the Pacific Coast) you will find three out of four Weston salesmen demonstrating in super markets, Papa-and-Mamma groceries and chains, selling as well out of the dealer's stock, with the company supplying all free samples required. Friday night also has become an occasion for short demonstrations because a salesman often can take advantage of situations and special store events.

It isn't every seasoned food sales-

man who would relish handing out cookies in store traffic, getting snubs as well as smiles. However, our salesmen have done it from the start, maybe reluctantly at first, as they admit, but liking it after they get going. They are stimulated by meeting people who buy our products, and they learn what the demands and trends are. They become better salesmen. They are continually in training—and of course their earnings increase.

## No Standard Demonstrations

With so many salesmen working each week, meeting the grocer and his employees as well as customers, one might think that we would have developed a standard way of demonstrating, a portable stand or booth from which to work, and nicely phrased slogans.

Nothing of the kind. Stores differ, salesmen differ, neighborhoods differ. Competition is met and some dealers impose restrictions on demonstrations. Each Weston salesman has to plan and fit in, do his own kind of job in a particular store. When he comes in Saturday morning, it may have taken months for him to get permission to demonstrate.

In an industrial district a new man

discovered that there was such a turnover in people, newcomers arriving, residents moving away, that the entire customer population changed in less than a year. "You can't build volume here and then sit back in a rocking chair," he reported. "You have to keep selling to new people all the time—and help your dealer to sell on that basis."

Another man, college-bred, in his first job, found himself in a lower income neighborhood, all new to him—people with not much money. "This isn't Hollywood!" he reported. "But these are real folks. Never saw so many kids, and on one idea you can sell 'em. When they entertain they spend more on hospitality proportionately than rich people do. Weston products are definitely hospitality treats."

It is the stimulus of meeting people that leads the Weston salesmen to like "demos" at first. Later on, as Saturday work builds up volume for them, they appreciate the money value.

Arriving at the scene of his Saturday sampling, the salesman generally builds a stack on the space allotted to him. He may decide to feature one product or several. His stack will have at least a dozen cartons, maybe several dozen. He decorates with our

point-of-sale material which is constantly changing. From this stack he sells out of the grocer's stock. Samples are displayed on a table and on plates around the store, if permitted. Generally they are handed out by the salesman, with a running fire of sales talk.

One standard point we have learned and use everywhere: Sampling is often done at too high a level. We keep our stands at child level. Children are good customers as well as promoters for cookies.

All sorts of store situations come up. A new dealer is won over and a demonstration is put on to introduce Weston products. For reasons, another dealer has accumulated stock, and sampling gets it moving. A store changes ownership and Weston samples to establish its line with the new owner — we are a new line. There are varied store celebrations, anniversaries, special occasions, which the Weston salesman wants to be in on, of course.

Sometimes the salesman finds his allotted space in a poor location, or he has rival demonstrators working, or there are other attractions. One man found himself alongside a 100-pound store-birthday cake which was being sampled to customers, washed down with a sample drink, and then he had to interest them in a cookie, kill the taste of the cake. In another part of the store hot coffee was being sampled. He received permission to move there, after arguing that the

birthday cake sold nothing, while his sampling sold Westons.

Another time our salesman found himself between girl beverage and potato chip demonstrators. He persuaded one of them to switch her position with him so that the sequence could become cookie, beverage, potato chip.

Still another: A large supermarket was celebrating an anniversary, with hourly prize drawings and a clown giving away balloons. There were loud speakers and something going on in every aisle. Our man tied a Weston banner to the clown and furnished Weston products for prize drawings. Individual methods are reported as men discover what works well for them.

#### Vary Phrases

To hand out cookies, it is necessary to avoid saying the same thing over and over. It becomes tiresome. One phrase may be better than another. Keeping count on several phrases, one salesman learned that "Have a cookie?" resulted in 111 acceptances from 160 people, and made 12 sales. "Will you try a Weston?" received 80 acceptances from 109 people, and made 12 sales. The more explanatory "Will you try a Weston banana patty?" had 40 acceptances from 68 people, 12 sales.

Weston salesmen worked out a technique of cutting a carton so that people could take cookies out and see

the package and brand. Our sales strategy is built on flavor, taste quality. Our demonstrations sell by allowing people to taste Weston products. This calls for a brief account of the company:

The Weston Biscuit Co. is primarily Canadian. In 1890 George Weston founded a bread baking business in Toronto. His son, W. Garfield Weston, now president, served in England during the first world war. He became interested in the quality of English cookies and decided that they could be baked by mass methods. He then acquired or built more than 20 Canadian plants. In 1925 he moved into the United States. In 1930 he went to England and introduced mass production there. In this country Weston is a closed American corporation, with headquarters in Passaic, N. J., and bakeries from coast to coast. It is one of the largest international baking companies in the world, still growing by building or acquiring new plants—yearly sales a billion dollars.

Mr. Weston was first to bring down costs on fine cookies. "English quality at American prices" is a value readily distinguished in mass sampling our products. With that as the cornerstone, plus distinctive packaging and point-of-sale materials, radio, television and printed consumer advertising, we build on sound foundations. Our Pacific Coast advertising agency is Harrington-Richards, Los Angeles.

"WITH REAL PINEAPPLE IN THE FILLING" . . . the Weston salesman (left-hand page) is telling the shopper to whom he is offering a sample of a featured cookie. This man has built a dramatic stack from which he not only samples, but actually sells for the grocer. Every man on the Weston sales force spends his Saturdays in retail stores.

THEY TASTE AND BUY: (right) This Weston man, having sold all of the stock in the stack from which he started his Saturday sampling activity, has now moved to the shelves. Come 6 o'clock, this dealer is sure to be ready for a re-order.



**HOW HIGH SHOULD  
SUBSCRIPTION RENEWAL  
PERCENTAGES BE?**

**OPD** has 82.84%  
for period  
ending Dec. 31, 1949

- The whole week's round-up of Chemical News
- 5000-6000 Quotations
- 2715 Pages of Advertising during 1949

NEWS FORMS CLOSE 4 P.M. FRIDAY  
PAPER DELIVERED 9 A.M. MONDAY

May we send you a  
sample copy of O.P.D.

**Oil, Paint and  
Drug Reporter**

*For Chemicals Buyers  
The Market Authority since 1871*

**Schnell Publishing Co., Inc.**

30 Church Street, New York 7

• Cleveland 22—H. G. Seed, 17717 Lomond Blvd., Long. 0544 • Los Angeles 14—The Robt. W. Walker Co., 684 S. Lafayette Park Pl., Drexel 4338 • San Francisco 4—The Robt. W. Walker Co., 68 Post Street, Sutter 1-3568.

**INCREASE EFFECTIVENESS!  
ILLUMINATED, ANIMATED,  
FLUORESCENT SIGNS!**



**THE MOST COMPLETE LINE OF  
POINT-OF-SALES SIGNS IN THE  
COUNTRY!**

Beautiful, colorful signs that will be noticed by everyone. There's a sign for every need . . . in Glass or Plastic • Animated • Black Light • Rainbow Colors that change continuously • Life-like Three Dimensional signs • Double Exposure Signs • Clock Signs—Signs for windows, counters, registers — everywhere you want to attract attention.

*Illuminated Fluorescent Signs Have Many Times the Punch of Neon at a Fraction of the Cost!*

We will cheerfully submit layouts and samples Free upon request.

**FREE** — Informative, illustrated catalog containing complete details and prices.

**ELECTRONIC DEVICES, INC., Dept. SM-5**  
754 W. Jackson Blvd., Chicago 6, Illinois

Weston was one of the first to package cookies in cellophane and is constantly improving merchandising features of its products and packages. For example, our Burbank plant has lately adopted the four-unit saltine cracker package, for which our byword is "Fresh Four Times Longer"—keeps moisture out, freshness in."

The public today is taste-conscious and our demonstrations enable us to keep up-to-date on changes such as the preference for a rich, thin saltine. In cookies, a gingersnap may be too sharp, a wafer too sweet or vice versa.

Weston has found that the per capita consumption of cookies runs in proportion to consumption of tea. An interesting fact is that the highest per capita consumption of tea is in Scotland, also the highest consumption of cookies. Ireland is second, England third, Canada fourth, and the United States fifth. An increasing trend in the United States, how-

ever, is toward consumption of cookies with milk. Rather than attempt to re-educate Americans to drink tea, we are tying in with milk, coffee, canned fruits, etc., in mass displays, banners and demonstrations.

There is no limit to the samples we supply for demonstrations. Around 10% of sales is the average; that is, by passing out one carton of samples salesmen sell about 10 for the dealer. A taste is enough. Some demonstrators pass out half a cookie. If the stack with which he starts is sold out, the Weston salesman will sell from stock on shelves. This often leads to getting more shelf space for stock. Sales on a Saturday will run all the way from 10 or 15 dollars up to several hundred dollars, according to the store and its traffic. A hundred dollars' worth of cookies is a lot of cookies. With sampling, it can run into hundreds more in later sales. So Saturday is our biggest day.



**Contest for Wives**

The Taylor Electric Co., of Milwaukee, distributor of Hamilton Automatic clothes dryers, recently closed a five-months sales contest which increased sales more than 50% over the same period a year ago. In this contest the wives of salesmen became "sales managers" and received rewards based on a point system.

The three top sales managers, i. e., wives, received three pieces of attractive luggage each. Points were awarded on a basis of sales, sales meetings, displays and promotional interest. The wife of every salesman meeting a qualifying quota also received a valuable suitcase.

The payoff was a three-day vacation in New Orleans. Approximately 60 salesmen and their wives were flown to that city in a special Capital airliner, chartered for the trip.

***Sure way to  
make your message***

# **TIMELY**



Advertisers who use Telechron Ad Clocks find these units one of the wisest investments in their promotion budgets.

That's because these long lasting display pieces are on the job, day in and out . . . bringing your message to prospects *at the point of purchase* where it counts. Telechron Ad Clocks have a low initial cost, low operating cost. They give strong sales backing wherever they are used . . . for slogans, trademarks, package designs.

For complete details on the entire line send coupon below.  
Telechron Inc. A General Electric Affiliate.

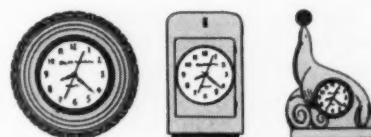
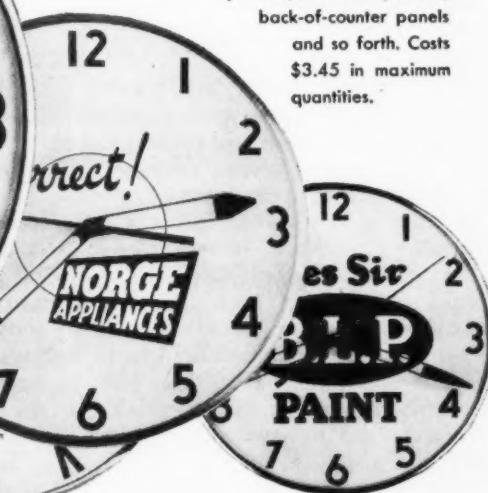
**Telechron**  
®  
**ADVERTISING  
CLOCKS**  
*Your All-Time  
Point-of-Salesmen*

**Illuminated 15" Ad Clock No. 6.** For store windows and all-night service inside stores. Advertising message baked into translucent dial. Costs as little as \$6.50 (plus tax) in maximum quantities. Also No. 604, 12" Ad Clock, non-illuminated, at \$4.95 in maximum quantities.



**Non-illuminated 8" Ad Clock No. 603.**

Can be mounted in panels. Used on drink dispensers, counter dispensers, back-of-counter panels and so forth. Costs \$3.45 in maximum quantities.



**Promotion and Product Replica Clocks.**  
For use as company gifts to key people outside the organization. Designed to fit into replica of your product. Wide price range.

TELECHRON INC., 310 Union Street, Ashland, Massachusetts

I'm interested in more information about Telechron Ad Clocks and the self-liquidating deals for promoting them.

Tell me more about...

- 15" ILLUMINATED AD CLOCKS (Minimum quantity, 100)
  - 12" NON-ILLUMINATED AD CLOCKS (Minimum quantity, 100)
  - 8" CLOCKS for use in displays or dispensers (Minimum quantity, 50)
  - PROMOTION CLOCKS (Minimum quantity, 250)
  - PRODUCT REPLICA CLOCKS (Minimum quantity, 500)

Name: \_\_\_\_\_ Date: \_\_\_\_\_

**Firm**.....

Street \_\_\_\_\_

City \_\_\_\_\_

# When Is an Industrial Road Show a Good Sales Investment?

As told to James H. Collins by **NORMAN B. NEELY** • **Neely Enterprises\***

**Answer: When widely scattered prospects need working demonstrations in order to arrive at sound buying decisions. Neely's creates immediate sales and long-range goodwill.**

Our "Road Show" was started several years ago, on a small scale, as something that promised to help us take better care of certain customers, particularly in outlying areas.

Briefly, it is a workmanlike electronic setup, displayed in hotel rooms, in a city which can be reached by people interested in such apparatus. Customers and prospects come in, see for themselves, handle equipment, and ask technical questions. Our lines are highly technical, require explanation, and must be seen to be understood. We always have items of news interest to step up the attraction.

The show is actually in two rings. One is devoted to sound recording and reproducing equipment, and companion items, and the other to electronic instruments used in research, development, testing and teaching. From a single show in one city, to try out the idea, we have progressed to nearly a dozen stands.

## Who We Are

We are electronic manufacturers' representatives, covering, through our sales engineers, four states: California, Arizona, New Mexico and Nevada. Some of our lines are sold through electronic jobbers, others direct. Some items are complete in themselves, such as tape sound recorders and laboratory instruments; others are electronic parts which figure in systems.

The road show overcomes the difficulty of taking representative equipment around to individual customers: for example, the engineer of a radio station who is a busy man. It would be difficult to set up demonstration equipment at a transmitter site such

\* Hollywood, California.

as he can see at a road show. There is also the matter of expense.

Engineers who design electronic products for manufacturers and engineers who operate radio stations order by specifications, while schools and laboratories are likely to purchase on appropriations, after waiting a considerable length of time. Government purchases are often by bid, ranging from Federal to municipal bodies. Therefore we have direct selling, jobber distribution, sales to individuals and groups.

In a radio show we can set up a thorough job, have everything clicking, invite the radio engineer to spend an hour or two away from his shop, and at the same time demonstrate to others.

The ideal setup is three medium-

size sample rooms in a hotel. We use one for sound equipment, the center room for reception, and the third for instrument displays. One important point, we have found, is to place on each piece of equipment the instruction or service manual referring to it. Visitors like to consult instructions while handling controls, studying circuits, making their own investigations.

Just as the circus always has new acts each season, so we take great pains to show something new each year, usually something of special news interest in each town, varying with the locality. For example, in Albuquerque we did not demonstrate sound equipment. Instead, we spotlighted new microwave equipment. Technical people at the Atomic Energy Commission projects nearby are large potential buyers.

While 50 visitors to one of these road shows is the same as SRO on Broadway, we pay considerable attention to getting our audience. Two or three weeks in advance we send out a general mailing to lists of people



**READY TO PERFORM:** Neely's road show provides opportunities for its technically-minded prospects to fiddle with equipment, bringing to life product features they've read about in sales literature. Action is a valuable sales tool.

# NEW BEDFORD



MASSACHUSETTS

... where Summer brings  
even **MORE** Business !



Here at the entrance to  
**CAPE COD**  
and the islands of  
**MARTHA'S VINEYARD**  
and **NANTUCKET** . . .

... license plates from 48 states explain  
the thronged shopping centers, thriving  
stores, and vacation-time prosperity of  
the native townsfolk.



And all this, mind you, in addition to  
**NEW BEDFORD'S YEAR-ROUND MARKET!**

the  
**BIG 4<sup>TH</sup>**  
**MARKET**  
IN MASSACHUSETTS

"The Nation's Best Read Newspaper"

## The Standard-Times

Represented Nationally by GILMAN, NICOLL & RUTHMAN—New York, Boston, Chicago, Philadelphia, San Francisco, Los Angeles  
MAY 20, 1950

in the area, giving the dates and cities of the road shows. Then, about a week before showing, we mail a short direct invitation to individuals, telling them what we will show. After our arrival in the town we telephone people within 20 to 30 miles, reminding them of the show and asking when we may expect them. This is usually done by the sales engineer for the area, and perhaps does more than anything else to assure attendance. Our road show supplements, rather than supplants, participation in general regional electronic equipment shows.

Visitors vary with the area. Frequently an instructor in a college or junior high school will ask permission to bring a class, at a time convenient to us. Perhaps he is looking forward to the purchase of new teaching equipment for which an appropriation pends. He shows his students the latest equipment, pointing out trends. These boys are not potential customers today. But tomorrow—who knows? Already we have discovered that some of them after graduation take positions in which they specify equipment. The time given them today can lead to substantial results in the not distant future. In our line of business the

There always has been a large tincture of education to the electronics business. We discovered that early in our experience when the art was still new. Even technicians need explanations. The best education is seeing, hearing, ability to operate.

What do these road shows cost us? If everything were charged direct, travel and setting-up expenses, salaries and executive time, there would be quite a bill. Measured by attend-

ance, that might run to \$20 or \$30 for each visitor. However, it isn't fair to charge it that way because road shows supplement sales work in the field, disclose new prospects, and have a strong customer relation value. The job we do could not be done for less in any other way, if it could be done at all. Figured on hotel and other actual show expenses, the cost is moderate and long-range results are large and continuous.

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## "Design A Floor" Kit Sells Floor Coverings To Amateurs

A 'do-it-yourself' doodle pack helps home decorators select Sloane-Blabon's colors, designs.

A new "do-it-yourself" home decorator kit which presents an easy and practical method for designing room interiors is now offered homemakers by the Sloane-Blabon Corp., manufacturers of smooth surface floor coverings.

"Which colors for what room?" the amateur home decorator asks. "How about patterns? Does decorating throughout clash—or does it 'flow' from room to room?"

In attacking these perennial questions by homemakers, the kit, called "Design-A-Floor," deals primarily with floor planning and enables the user to design "your own tile floor." It is intended to eliminate the confusion most people have in trying to visualize colors and patterns applied to a given room. It shows how the company's different patterns of linoleum, Texfloor, asphalt, and Koroseal tile will actually look on a floor.

The kit is in compact, pocket-size form and includes a set of color crayons for the homemaker's use in improvising harmonious and individual floor color effects. Three removable cellophane transparencies outline a game room, a kitchen and a bathroom. It contains room designs and several room outline pages. By using the crayons to color floor and wall areas on the blank form pages, and then overlaying the transparencies, the user may quickly visualize floor

and wall decorating schemes of her own creation.

The kit also features basic patterns which may be worked out in tile effects, such as checkerboard, monogram, and diagonal. It highlights new decorator ideas for giving rooms the added values of width, depth, and height.

Sloane-Blabon is promoting the new kit through a special dealer aid program. A wall display unit called the "Design-A-Floor Department" which plays up the company's complete line of tiles and a rack to hold the kits, is now available. Both kits and the display are being promoted in business paper advertising, and the kit itself is being offered for 25c in consumer advertising with a mailing coupon in national magazines.

The "Design-A-Floor" kit is but part of Sloane-Blabon's national advertising campaign. The overall theme of the promotion is stressing wider uses of smooth floor coverings in all rooms in the home with specific advertisements highlighting inexpensive redecorating ideas which emphasize new floor beauty. Copy bears down on the manufacturer's designs—based on "color compatibility" which allows 'color flow' from room to room."

The complete "Design-A-Floor" promotion is available to Sloane-Blabon dealers through distributors.

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"I do not think a seller's market is a good thing. Our country and the whole business and industrial community have been built on the opposite notion—that the consumer is king. It is out of the demands and opportunities of a buyer's market that we get the itch to improve quality, lower costs, develop new products, improve our personal attributes, and do all the other constructive things which, in the long run, produce not only high standards of living, but also better people and more successful enterprises."

Frank W. Abrams  
Chairman of the Board  
Standard Oil Co. of New Jersey

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signature on the dotted line does not figure so much as the long-range results.

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# MARKETING PICTOGRAPHS

Planned by Philip Salisbury, Editor, and designed by The Chartmakers, Inc.

## CONCENTRATION IN INDUSTRY

A special House subcommittee is studying broad problems of competition and monopoly. From the Census of Manufactures, 1947, the Secretary of Commerce prepared summaries for 452 industries, showing the proportion of value of shipments concentrated in the top 4 companies, top 8, top 20 and top 50.

The charts below show the degree of dominance of the top 4 in 30 industries whose annual volume exceeds \$500,000,000. Percentages based on value of shipments:

### CONCENTRATION HIGHEST HERE

No. of Cos.		Top Four Have
50	Telephone and telegraph equip.	95.7%
19	Cigarettes	90.4
93	Tobacco stemming	88.0
223	Soap and glycerin	79.0
22	Synthetic fibers	78.4
102	Tin cans	77.8
35	Tires and tubes	76.6
144	Distilled liquors	74.6
249	Biscuits and crackers	71.5
17	Cane sugar refining	69.9
86	Tractors	67.3
33	Blast furnaces	67.3
56	Copper rolling and drawing	60.1
68	Shortening and cooking oil	59.2
224	Motors and generators	58.6

### LITTLE CONCENTRATION HERE

No. of Cos.		Top Four Have
2,227	Fur goods	2.6%
4,165	Dresses	2.6
2,464	Women's suits and coats	4.8
19,223	Sawmills	5.4
1,467	Women's & children's underwear	6.1
2,208	Wooden house furniture	6.5
3,531	Cutting tools and jigs	7.2
2,276	Millwork plants	7.4
1,761	Men's and boys' suits and coats	8.8
11,810	Commercial printing	9.1
5,169	Bottled soft drinks	10.4
792	Heating and cooking apparatus	11.7
2,202	Special industry machinery	12.3
422	Cotton broad woven fabrics	13.1
317	Yarn mills, cotton	13.2

Source: Concentration of Industry Report, Dept. of Commerce

PICTOGRAPH BY  
*Salvus* MANAGEMENT

5-20-50





# How to sell popcorn poppers in Philly

Nobody but nobody in Philadelphia had as many popcorn poppers as Gimbel's.

Gimbel's popcorn popper buyer wisely suggested that the Gimbel's "Handy Man" television show on WPTZ should set sales of popcorn poppers poppin'.

Gimbel's charged \$8.35 for the popper ... WPTZ charged \$200 for the time.

Next day Gimbel's sold over \$2,600 worth of poppers.

That's a thirteen to one return.

Whether you manufacture popcorn poppers or knitting needles or two-ton trucks, you'll find that there is no better way to *guarantee* sales results than through the use of television advertising on stations like WPTZ, Philadelphia, and:

WNBT	...	...	...	...	...	New York
WNBQ	...	...	...	...	...	Chicago
KNBH	...	...	...	...	...	Los Angeles
WBZ-TV	...	...	...	...	...	Boston
WNBK	...	...	...	...	...	Cleveland
WNBW	...	...	...	...	...	Washington
WRGB	...	...	...	...	...	Schenectady-Albany-Troy

All these major market television stations are represented by:

**NBC SPOT SALES**

NEW YORK • CHICAGO • CLEVELAND • SAN FRANCISCO • HOLLYWOOD

SALES MANAGEMENT



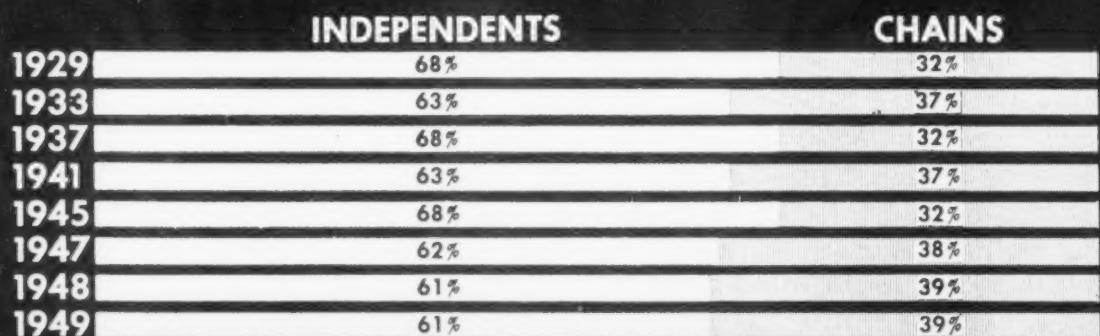


# TRENDS IN THE RETAIL FOOD FIELD

The 370,000 independent grocery and combination stores had sales of \$15.15 billion in 1949 for an average of \$41,000. The 26,500 chain stores rang up sales of \$9.6 billion, an average of \$360,000. Estimates are taken from the annual survey made by *Progressive Grocer*. Both of these groups had small dollar gains over 1948, but specialty stores showed a small loss.

## Independents Check Chain Advance

In the field of grocery and combination stores the division last year between chains and independents was the same as in 1948:

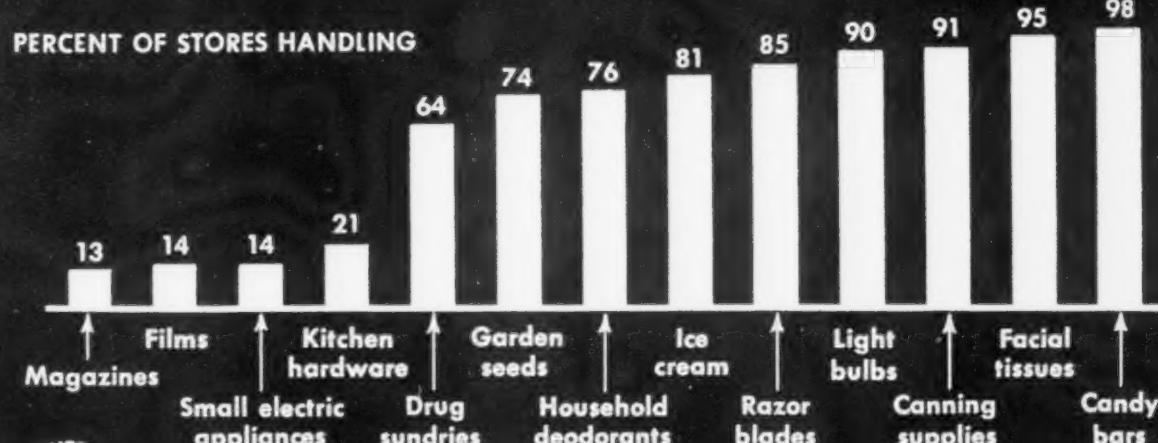


## Self-Service Helps Independents

Independents who have held their own against the chains are in general those who have converted to self-service.



## Supplementary Lines in Food Stores



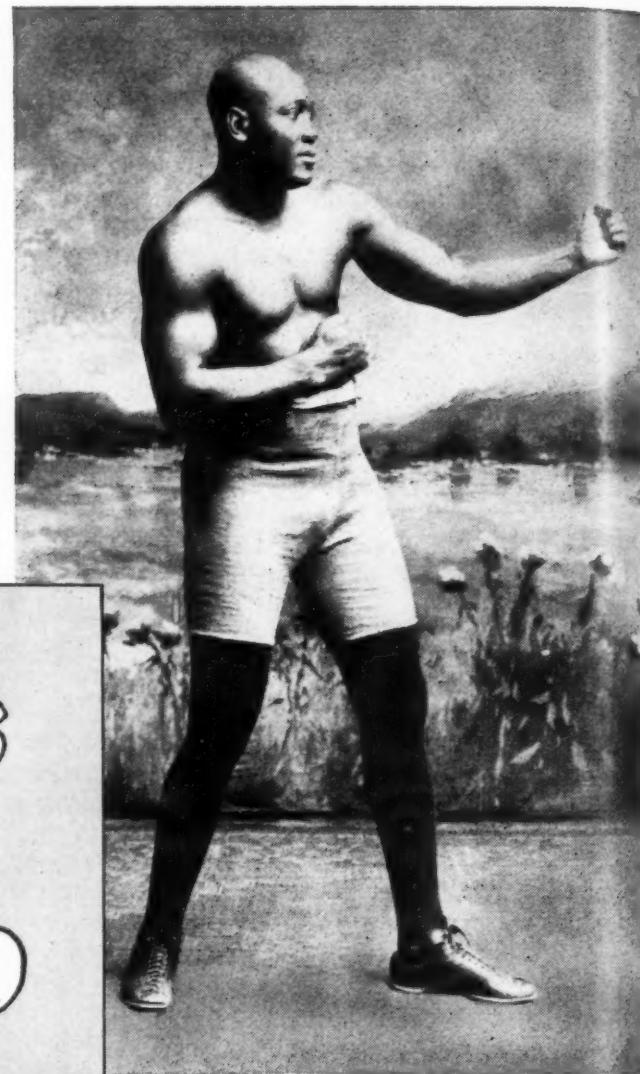
Source: "1950 Facts in Food and Grocery Distribution," *Progressive Grocer*



PICTOGRAPH BY

Sales MANAGEMENT

5-20-50



## Who are t

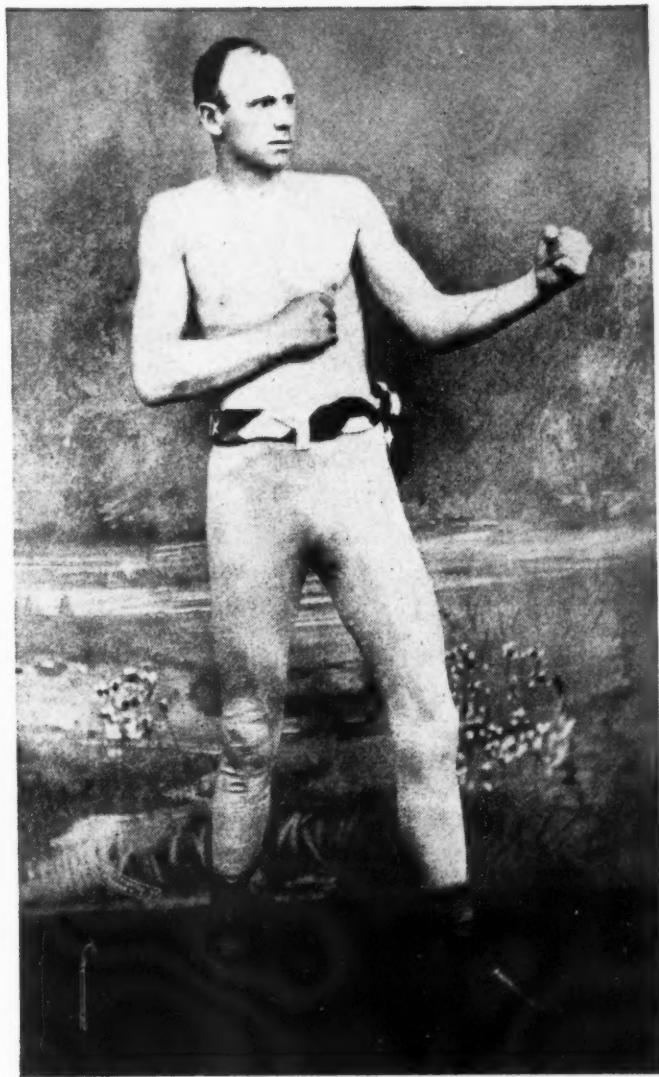
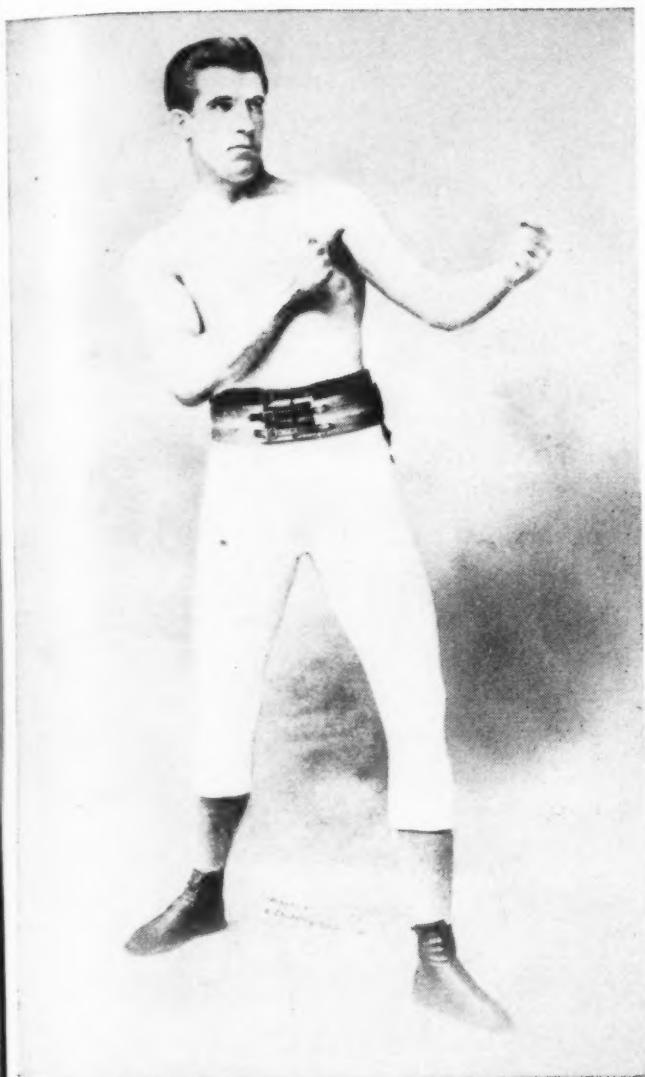
These men have boxed before millions!

They've been featured in newspapers, magazines, books, and movies. Yet most people will be hard put to identify Jack Johnson, Jim Corbett, or Bob Fitzsimmons — who have been idolized by millions.

But nearly everyone knows the sometime pugilist who is the fourth man in the ring.

*Yet world-famous Popeye does his fighting in the comics!*

Is there any more graphic way of demonstrating the tremendous editorial impact of PUCK, the only national comic weekly? Doesn't it show how PUCK's all-star cast of characters has woven itself into America's life... Jiggs, who "sold" corned beef and cabbage; Popeye, who made spinach a top favorite; Dagwood, who helped the United States Atomic Energy Com-



# Are these fighters?

mission explain nuclear energy?

Do you wonder that such hard-headed firms as General Mills Inc., W. A. Sheaffer Pen Co., Lever Bros., Inc., and many others spend millions of advertising dollars in PUCK, The Comic Weekly?

Educators speak of comics as "a social force" that constantly helps shape our manners, morals, and thinking. But shrewd business men speak of the comics as a tremendous "sales force"!

PUCK, The Comic Weekly, distributed with 15 great Sunday newspapers from coast to coast (with its two advertising affiliates), reaches more than 18,000,000 adults (and their youngsters) in 7400 communities where 83% of all retail sales are made.

Year after year readership reports show PUCK delivering 3 to 5 times more thorough readers of adver-

tising per dollar than top weekly magazines. If you want to know why advertising in PUCK is so effective in selling goods, ask us about "Getting More Out of the Dollar!"



## THE COMIC WEEKLY

The Only NATIONAL Comic Weekly — A Hearst Publication

63 Vesey St., N.Y., Hearst Bldg., Chicago, 406 Hearst Bldg., San Francisco

OUR

# ZOOMING AIRLINE BUSINESS

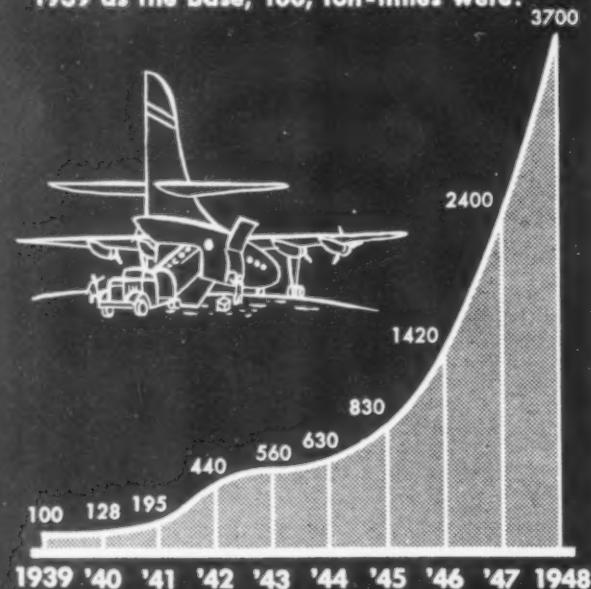
In 1939 the domestic airlines flew (in thousands) 755,118 passenger-miles while the Pullmans accounted for 8,485,399. In 1948, latest year for which figures are available, comparative miles were 6,227,932 and 12,171,525.

AIRLINES AS PER CENT OF PULLMAN



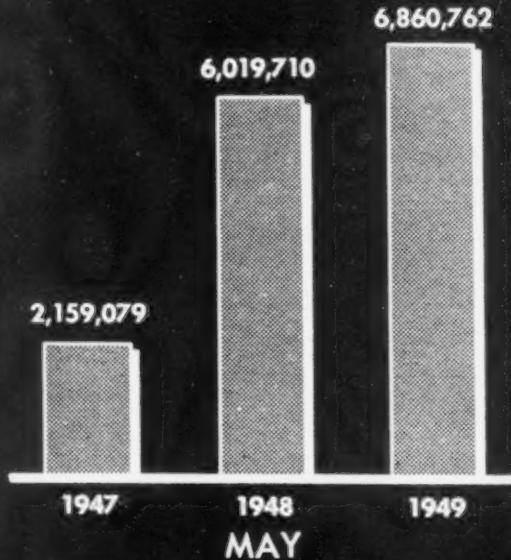
## EXPRESS and FREIGHT show greatest gains

In 1939 the domestic airlines flew 2,713,099 ton-miles of express and freight. In 1949 the total was 101,376,560 ton-miles. Taking 1939 as the base, 100, ton-miles were:



The great domestic post-war expansion of the domestic airline freight business is shown by figures for the month of May:

FREIGHT TON-MILES



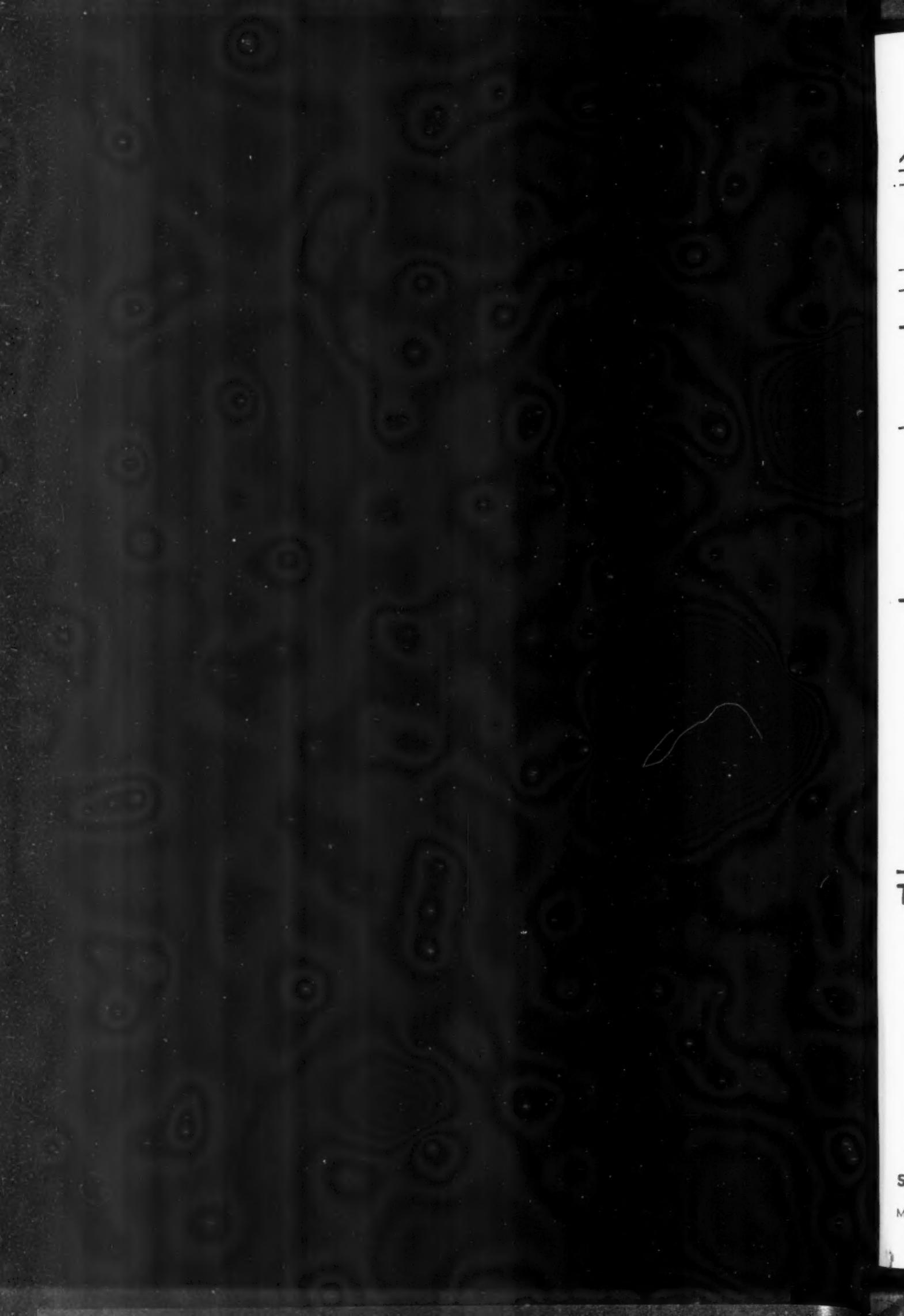
Source: C.A.A. Statistical Handbook of Civil Aviation, 1949

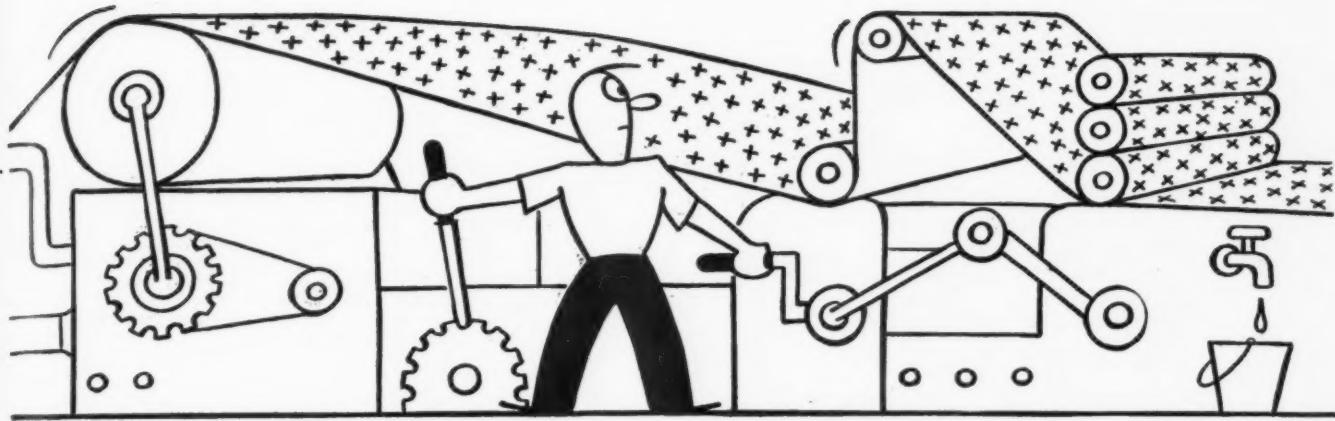


PICTOGRAPH BY  
*Sales* MANAGEMENT

5-20-50







THE MONEY PAID OUT IN PAYROLLS



COMES BACK FAST WHEN YOU SELL TO



O. SOGLOW

THE BIG-EARNING, FAST-SPENDING WAGE-EARNER MARKET

THROUGH

**TRUE STORY**  
*Women's Group*

TURN YOUR PAYROLL DOLLARS INTO HOMING PIGEONS

No other road to America's big-earning, fast-spending WAGE-EARNER Market offers you these advantages:

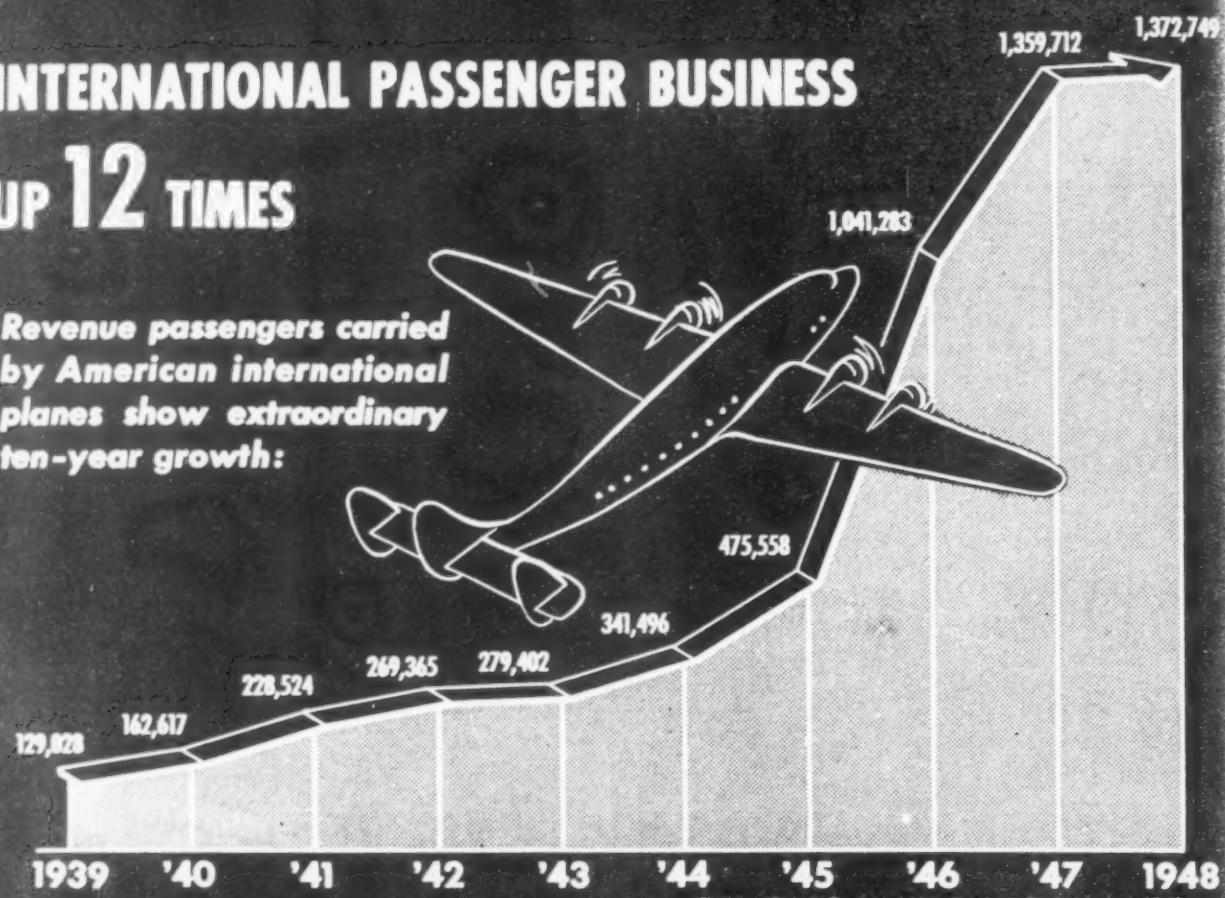
1. In one package, you reach 8,575,000 women...shoppers for nearly 30% of all wage-earner families. And 2 out of 3 are in "age of acquisition"—30's or younger.
2. You reach this market at rock-bottom cost—as little as \$1.22 per *page* per *thousand*!
3. 90% of magazine ad dollars are spent in magazines which are over the heads of this market (research available). TSWG speaks *their language*.
4. They're the current active buyers at any given time—they shell out \$728,000 every month *at the newsstands alone* just for the magazines in the **TRUE STORY Women's Group**.

SELL THE FAST-SPENDING WAGE-EARNER MARKET AT ROCK-BOTTOM COST!

# INTERNATIONAL PASSENGER BUSINESS

UP 12 TIMES

Revenue passengers carried by American international planes show extraordinary ten-year growth:

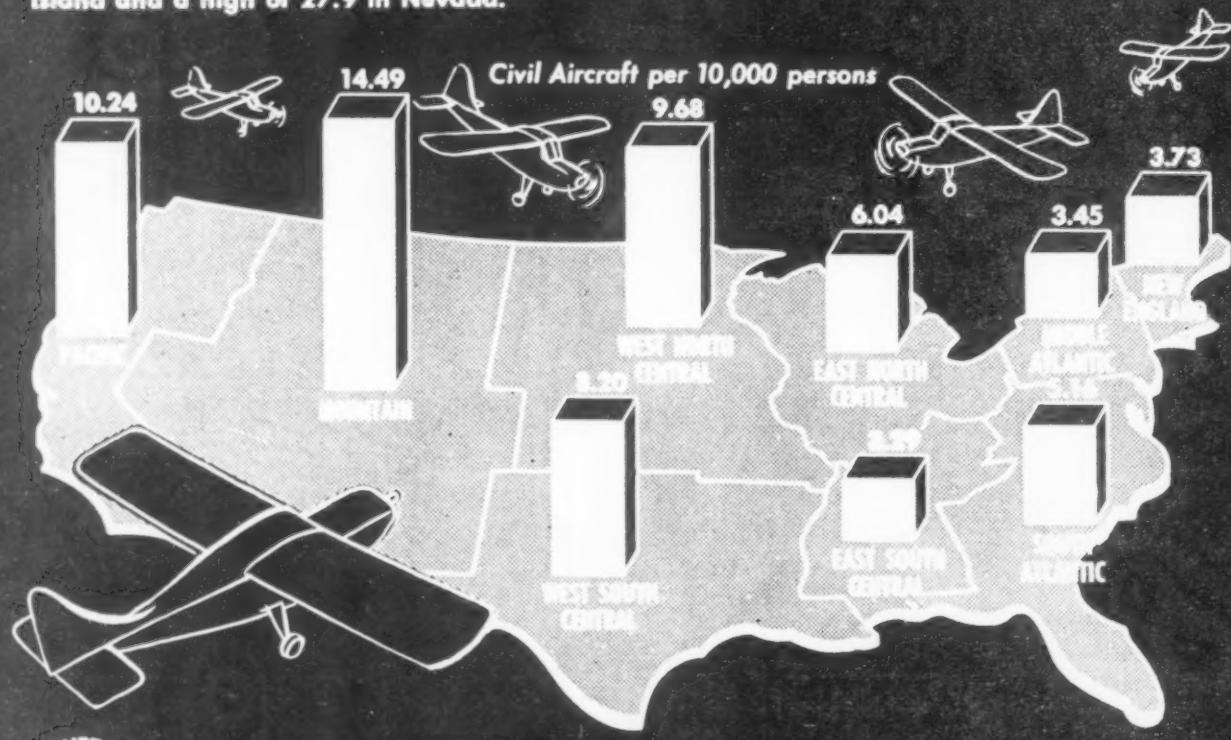


Source: C.A.A. Statistical Handbook of Civil Aviation, 1949

## CIVIL AIRCRAFT OWNERSHIP GREATEST IN WEST

The C.A.A. records show that the market for civil aircraft has not reached the proportions predicted at war's end. As of July 1, 1949 the registration figure was 91,511, or only 6 planes for every 10,000 persons.

There is a wide variation state by state, with a low of 2.7 planes per 10,000 persons in Rhode Island and a high of 27.9 in Nevada.



PICTOGRAPH BY

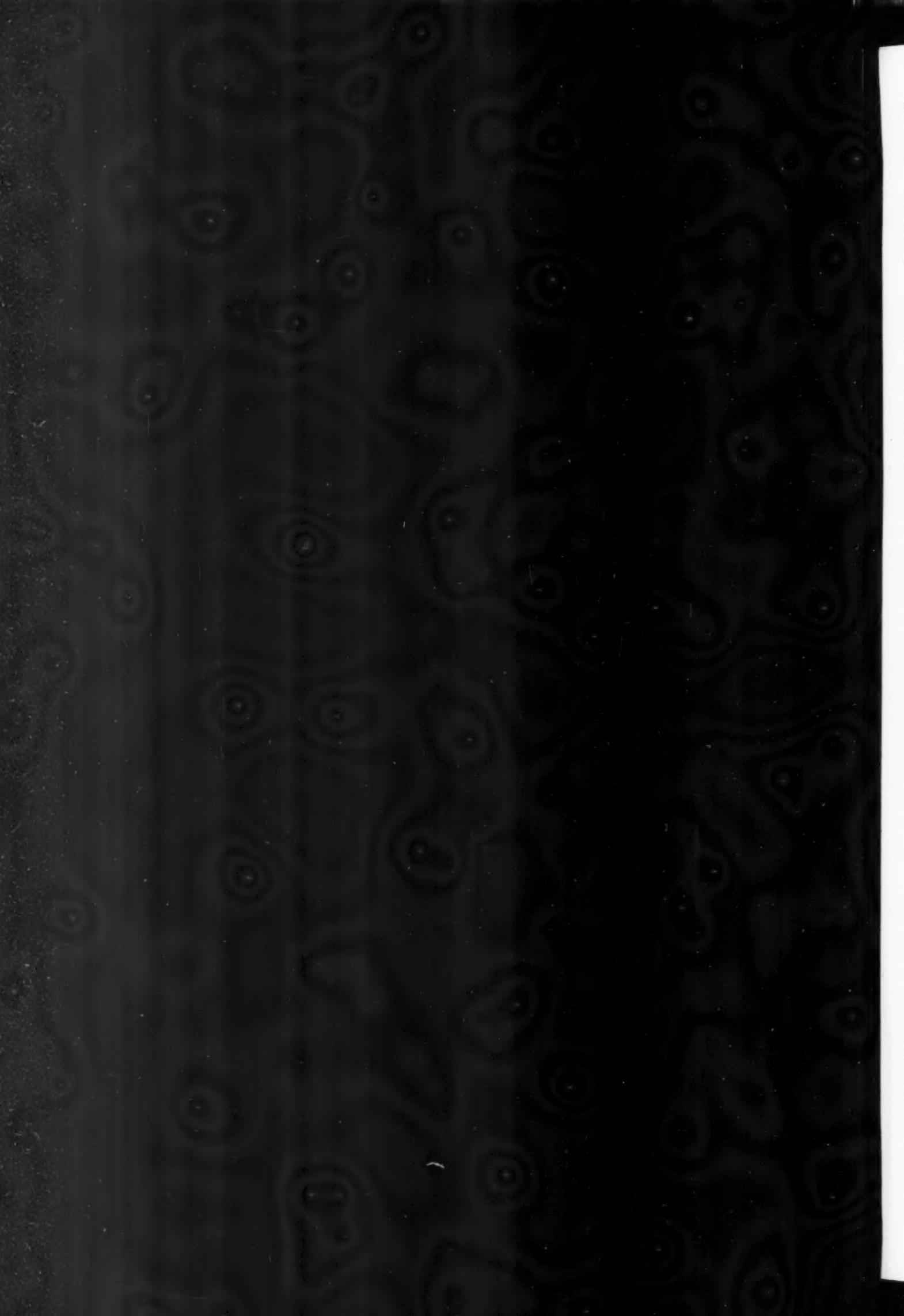
Sales MANAGEMENT

5-20-50

Source: Geographic Aspects of the Civil Aircraft Market, C. A. A.







## New Books for Marketing Men

Books reviewed or mentioned in this column are not available from SALES MANAGEMENT. Please order from your book store or direct from the publisher.

**National Associations of the United States.** By Jay Judkins. Published by U. S. Department of Commerce. Price, \$3.50.

Mr. Judkins, the compiler of this 700-page tome, is chief of the Trade Association Division, Office of Domestic Commerce. This handbook is an authoritative and comprehensive directory of 4,000 national trade, professional and other types of non-profit organizations in the U. S. It provides easy reference to organization name, address, chief executive, approximate membership, size of staff and other details. The book is divided into three parts, for quicker reference by types of organizations.

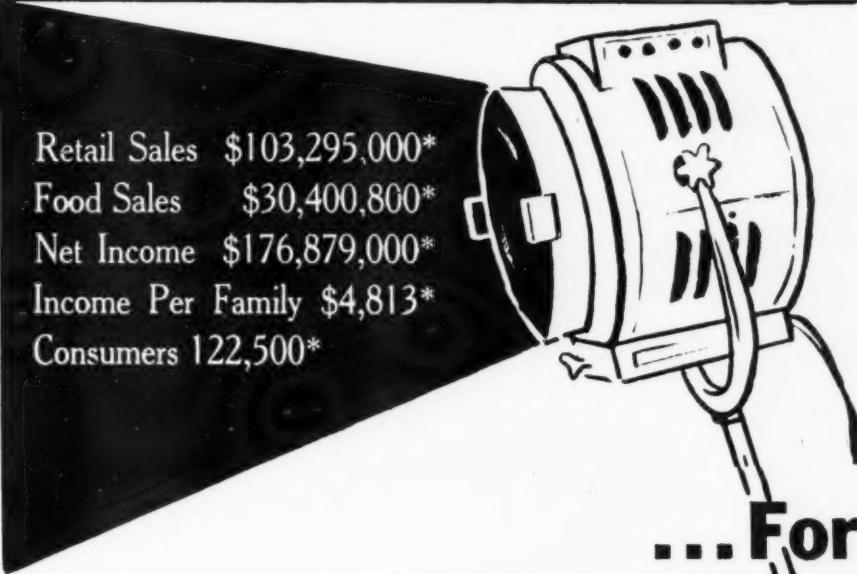
**How to Get and Hold the Job You Want.** By Ruth Hooper Larison. Published by Longmans, Green and Co., Inc., New York, N. Y. Price, \$2.95.

This is the official book of The Job-Finding Forum of the Advertising Club of New York. Author Larison, who is moderator of the Job-Finding Forum, has done a sound job of providing a blueprint of constructive means for weighing your possibilities, job opportunities and the actual getting of the job you want—no matter what the field. The book is so written that whether you are a youngster looking for your first job or an executive seeking top-level employment, the entire process of landing the place you want will follow the same basic pattern. Herein, too, are the famous methods of the Job-Finding Forum, used successfully for a decade by thousands of men and women. One section of the book, for instance, is given over to actual letters, resumes and a portfolio that have been used effectively by others.

**Sales Management.** By Harold Maynard, Ph.D., and Herman C. Nolen, Ph.D. Published by The Ronald Press Co. Price, \$5.00.

This now-famous book on the practice of sales management, first published in 1940, has been entirely revised and brought up-to-date by its authors. Drs. Maynard and Nolen are, respectively, professor and chairman of the Department of Business Organization at The Ohio State University, and vice-president of McKesson & Robbins, Inc. They felt that it was necessary, in view of the great advances made in sales management, to revise their book to clarify new approaches to sales management. Part one (of the five parts) of "Sales Management" is devoted to a broad look at the field in general. Others take in such topics as Organizing for Sales; Planning and Controlling Sales; Operating a Sales Force; The Formation of Sales Policies.

Retail Sales \$103,295,000\*  
Food Sales \$30,400,800\*  
Net Income \$176,879,000\*  
Income Per Family \$4,813\*  
Consumers 122,500\*



...For

## YEAR AROUND SALES

## In Up-STATE NEW YORK

Keep Beamed to the Big, Steady

**TROY**

## MARKET

Cost: 16c per line

\* From Sales Management

Circulation: 44,261

1950 Survey of Buying Power

## THE RECORD NEWSPAPERS

- THE TROY RECORD •
- THE TIMES RECORD •

TROY, N. Y.

# Belgium Adopts Sales Ideas In Bid for U.S. Dollars

BY BETTY LEE GOUGH

Many a European nation is learning that it takes more than competitive price and quality to move goods from the docks. This is the story of how Belgium is scouting Middle West markets with its teams of well-equipped salesmen.

**BELGIUM**

**COMES TO THE SOUTH ...**

This week, trade analysts from Belgium are here with a full range of samples of Belgian goods for your inspection. See examples of centuries-old crafts in glassware, furniture, cotton and linen textiles, decorators' fabrics, rings, photographic equipment, gloves, boots and shoes, fancy leather goods, hardware, cutlery and surgical instruments, lace, ceramics, electric fixtures, printed matter, food specialties, and a host of other lines. If you are a department store buyer, wholesaler, or importer, it will pay you to examine these samples and discuss new business opportunities with these experts.

SUITE 600 HOTEL STEPHENS

At the next opportunity, don't fail to visit the permanent exhibits of Belgian products conveniently situated at:

CHICAGO, 333 N. Michigan Avenue  
KANSAS CITY, 915 Wolvin Street  
DALLAS, Ground Floor, Irvin Kanier Bldg.  
NEW ORLEANS, International Trade Mart

**PRE-SELLING SALESMEN:** This advertisement appears in local papers on the day the Belgium sales team arrives in town. They invite buyers to look at lines.

European nations sometimes have been slow to use the tools of salesmanship to sell their goods in the United States market. But that's not the case with Belgium—one of the few nations which is steadily reducing its dollar deficit. Belgium is selling. The little "Low Country" is fast closing the gap between the number of dollars it gets and the number of dollars it spends.

Belgium will spend \$500,000 to \$750,000 in 1950 to build U. S. demand. Its traveling representatives have introduced Belgian goods in all principal cities in the mid-continent area. In their hotel rooms, they have showed to local merchants and wholesalers Belgian ceramics, Belgian textiles, Belgian hard goods from motorcycles to baby carriages. Distribution of Belgian goods in this area is now

an accomplished fact. Although the distribution system is by no means large or complete as yet, it is being supplemented by other channels.

Shortly, another team of traveling sales representatives will again tour the mid-continent area. This time they will take orders. Visitors to New Orleans, Kansas City, St. Louis and Chicago can see—and buy—Belgian goods in large-scale permanent exhibits. The New Orleans exhibit, for example, is a \$2 million display space in the International Trade Mart.

The Belgian campaign had both introductory and selling stages. First, there were visits from sales teams who showed samples and talked cost and price with merchants, distributors and importers of mid-continent cities. Hotel suites were turned into impromptu exhibits of samples. Advertisements, breaking on the dates when the teams arrived, invited prospects in.

With interest created, later teams will follow through by inviting local buyers of mid-continent cities to their hotel exhibits. Salesmen will explain actual procedures for buying Belgian goods and take orders which will be forwarded to the office of a Dallas importer—Southimpco—who will make deliveries from his Texas headquarters.

(Later follow-up for re-orders and additional orders will be left to salesmen of American import houses that handle Belgian merchandise. The Government effort is directed toward opening up the market and placing initial orders in stockrooms of prospects.)

Charles Leonard, Consul-General of Belgium at New Orleans, is the man upon whose shoulders much of the execution of Belgium's plan has fallen. He points out: "To most European nations and manufacturers, having an office or outlet in New York means selling inside the United States. That was our idea and our way, too, until we took a long look at the situation 12 months ago. We found out that the 'market' which we could reach in this traditional manner was only a tiny fraction of the huge, teeming United States market which we were not reaching by maintaining a show place in the big city. Today we're carrying selling of 'made in Belgium' goods right out to the grass roots."

First phase of the Belgian effort, like that of any other well-planned sales campaign, consisted in exploring the market. "We sent out teams," Mr. Leonard says. "They spread out from headquarters we had established in New Orleans, St. Louis, Kansas City and Chicago—strategic centers

**FAMILY CIRCLE** reports on April—  
first month of **KROGER** distribution

*Sorry  
Mrs. Smith—  
SOLD OUT!*



Quoted from a letter sent by Kroger's Pittsburgh branch to Kroger headquarters:

"Family Circle on sale Thursday morning, March 29. Small neighborhood stores sold out Thursday afternoon. Phone calls for additional magazines increased Friday morning. By Saturday night no store in Pittsburgh branch (89 stores) had any copies left. For June we request 50,000 copies, an increase of 150%."

Reports from all 26 Kroger branches (2,184 stores) tell a similar story:

DETROIT—"Many stores sold out by Saturday."

CLEVELAND—"At end of five days only 4% unsold."

CHICAGO—"Family Circle selling fast. Warehouse stock out."

INDIANAPOLIS—"Many stores sold out. Looks like hot deal."

LOUISVILLE—"Increase allotment from 19,000 to 31,000."

KANSAS CITY—"This branch a complete sell-out of Family Circle."

#### **HOW MANY FAMILY CIRCLE MAGAZINES WILL THE KROGER CO. SELL EVERY MONTH?**

We don't know exactly—but our June print order for the Kroger edition is 500,000, *up 25% over April!*

This enthusiastic reception by Kroger housewives points up again the importance of readership in the vicinity of 9135 sales centers where Family Circle is purchased. Cash-and-carry circulation among known housewife-shoppers is proof of desire to read—proof of potential to buy.

For food or toasters . . . cleaners or dresses, Family Circle's sales center coverage is the most economical, most effective circulation you can buy. *Why not join the 65 new advertisers who have added Family Circle to their schedules so far this year?*



**NEW YORK  
CHICAGO  
SAN FRANCISCO**

**2,100,000 CASH-AND-CARRY CIRCULATION IN 9135 SALES CENTERS**

for covering the vast mid-continent area.

"I can explain what these teams did best by citing what happened when one hit Memphis recently. Before they arrived, advertisements had been forwarded to Memphis newspapers. Breaking on the day of their arrival, these advertisements—addressed to Memphis importers, wholesalers and merchants—heralded the

fact that, 'Belgium has come to Memphis.' They invited buyers to come in to see samples and delivered prices on ceramics, textiles, foodstuffs, and a hundred and one other items made in Belgium.

"The team had no immediate selling job to do; that is, they did not take orders. Instead, their task was to sound out interest in Belgian goods among merchants and wholesalers of

the Tennessee city and, in particular, to interest importers in handling the actual chore of bringing Belgian goods through into the United States. The same team covered Knoxville, Chattanooga, Atlanta, Birmingham, Nashville, Pensacola, Mobile, and Jacksonville. Other teams meanwhile were fanning out into the Southwest and over most of the midwestern states from other offices in Kansas City, St. Louis and Chicago. In those headquarters cities we have set up, as permanent exhibits, full showings and displays of Belgian merchandise.



Skilled Creative and Producing Staff



Complete Facilities and Modern Equipment



Experience

ATLAS—a producer of motion pictures, slidefilms and TV commercials—has served all types of industry for more than 35 years. Our many repeat orders reflect client satisfaction with the quality of our productions and also prove that films help sell their products. Write or call us today about your specific objective.

## ATLAS FILM CORPORATION

MOTION PICTURES

SLIDEFILMS

TV COMMERCIALS

1111 South Boulevard

Oak Park, Illinois

Chicago: AUSTIN 7-8620

RCA SOUND RECORDING SYSTEM



"As I have stressed," Mr. Leonard points out, "it is early in the game to say that this is a startling success and that we are going to obliterate Belgium's dollar deficit shortly. If the present indications mean anything, we will open a new \$50 million market in the mid-continent area. We will then move on to the West Coast with a similar campaign working out from Los Angeles and from San Francisco.

"Belgium actually is not in a bad economic position. Our balance of trade with the world is on a sound, favorable basis. The trouble comes when you get down to 'hard' dollars. We have the francs and the sterling, yes, but it takes dollars to buy the machinery we need. At present, there is a \$200 million annual deficit in dollars. Tourist trade coming from the U. S. will very likely wipe out \$50 million of that deficit. If this program can—and it looks as if it will—decrease our dollar deficit by another \$50 million, then Belgium will be on its feet insofar as world trade is concerned."

# Make your own little H-Bomb!

by Lee Silver & Art Smith  
of the New York News

Hydrogen bomb, triton bomb, super-bomb, deathbomb, hellbomb—nuts! Hydrogen isotope, atomic mass 3, protons, neutrons, tritium—phooey! Due to four billion dollars and at least a year to develop the newest projected instrument for fixing the earth so the worms can take over again—haw!

For months we have been hearing such things and going slowly daffy as we tried to understand them.

## • on a moment's notice

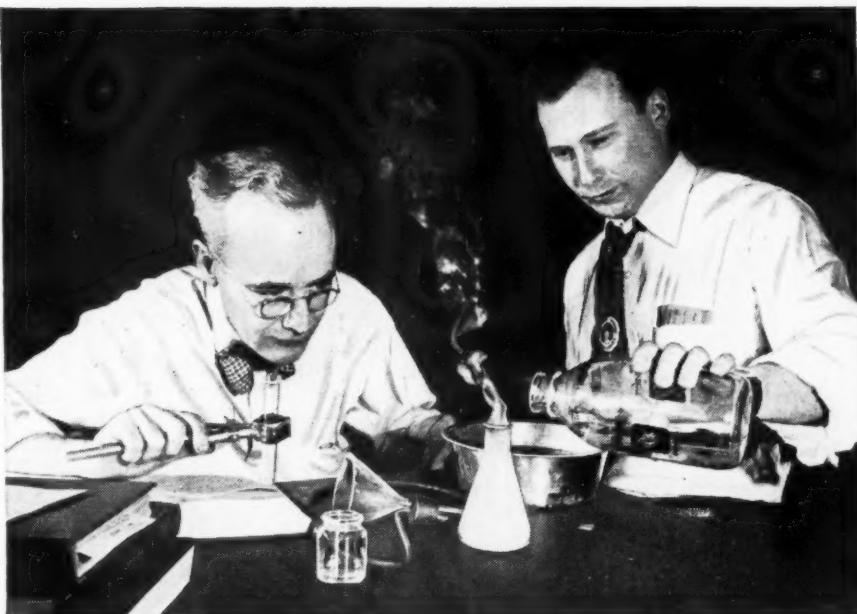
But now, pals, they're talking up our alley. They're talking about wiping out populations with good old hydrogen, the same stuff any freshman in high school can whip up on a moment's notice with some sulphuric acid, or  $H_2SO_4$ , if you want to get technical; some water ( $H_2O$ ), a flask with a rubber stopper, a couple of strips of zinc, a small rubber tube, funnel and bowl. With simple equipment, you're in business.

We know because yesterday, right in the city room of The News, we made some hydrogen and, by cripes, we exploded, too.

## • it took 8 minutes

Furthermore, our experiment did not cost four billion bucks. And it only took eight minutes. We went down to the photoengraving department and got a little sulphuric acid and a couple small slabs of zinc. From the paper testers' lab we got our flask, stopper, rubber tube, test tube and funnel. A porter supplied a pan of water. We had our own matches.

We cleared a space on a newspaper table and set up the laboratory. The zinc strips went into the flask and were doused with the sulphuric acid. Then the flask was plugged with the stopper and the rubber tube attached to it. The test tube was submerged in the pan of



Profs. Smith and Silver probe the atom.

water and the loose end of the rubber tube placed at the test tube's mouth.

## • bubble and break up

The sulphuric bubbled like hell over the zinc strips, and they began to fall to pieces right away. A steam-like smoke started up and fed through the rubber tube into the test tube. That chased the water out of the test tube. Then we put the editorial thumb over the mouth of the test tube to hold the gas in, and took the test tube out of the water. We struck a match, removed the thumb, touched off the gas.

And thar she blew! There was a tiny spurt of flame and a sort of yelp—like the sound a pup makes when somebody steps on his tail. Eureka! Success! Total cost of experiment—nothing.

There may be some question on the scientific significance of our experiment.

And it may be, too, that one would need a few other materials to really make a bomb that would blow up the Ukraine or maybe Bikini. Stuff like tritium, protons, neutrons, etc. Further, there has been a lot of talk about chain reaction. We couldn't find a chain, so we

did the best we could with what we had.

But we produced hydrogen—pure, unsullied hydrogen. Let Joe Stalin come over whenever the mood is on him. At 220 E. 42d St. we're ready.

(From the Feb. 2, 1950 issue of *The News*)

FOR four and a half years, the whole world has been holding its breath over atom bombs. It was long past time for some comic relief. And the relief arrived in the foregoing minor classic spoofing the hydrogen bomb. If you've read this far, you even feel better yourself!

And possibly you understand a little better...how *The News* holds the largest circulation in America, gets more attention for advertising.

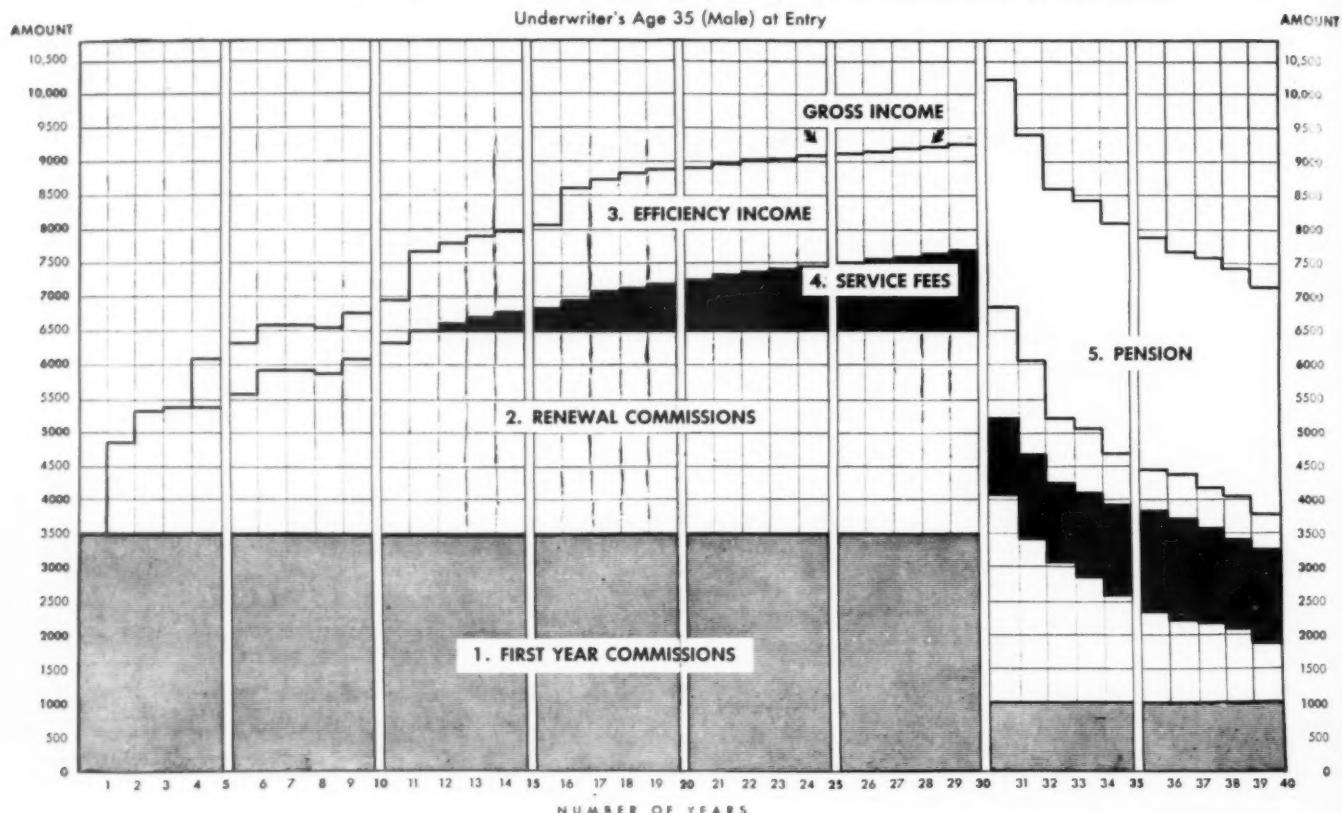
Read by seven of ten families in New York City and more than half the suburban families, there is no better medium in this market than *The News*! And no better market—anywhere! The Market and medium make your major sales opportunity today! With no exception!

Circulation now exceeds  
Daily . . . 2,200,000  
Sunday . . . 4,300,000



### FIELD UNDERWRITER'S EARNINGS—MUTUAL LIFETIME PLAN

Assuming Level Annual Production of Average Amount of Business to Retirement Age 65 and One-quarter of Previous Annual Production Each Year Thereafter



**THE MUTUAL IDEA:** Here's a picture of a new type of compensation plan in the insurance industry as developed by Mutual Life. It assumes induction at age 35, constant rate of production per year thereafter. While first-year commissions remain the same, re-

newal commissions mount gradually, then level off. Service fees and a bonus called "efficiency income" add to the salesman's income as he grows older. Pensions begin at 65, whether the salesman retires or not. See article for further explanation of chart.

## New 5-Way Pay Plan Cuts Lapses To All-Time Low for Mutual Life

In a radical departure from standard practice in the insurance field, Mutual Life of New York is successfully developing a new career-with-security concept for its agents. One big benefit: heightened morale for the organization.

Both management and the sales force of The Mutual Life Insurance Company of New York are now beginning to feel, to a gratifying extent, the benefits of a reorganization and change in compensation methods inaugurated seven years ago.

For management, these benefits include a better "quality" of business on the books and the satisfaction of working with a more contented, more stable group of salesmen.

Mutual Life salesmen are happier

because they now have more security. They are paid for service rendered and their earnings tend to rise, even when annual sales remain constant. Under the present system (see chart) the proportion of their earnings derived from old business, rather than current sales, rises each year.

Paradoxically, the policy-holder also benefits under the plan. Salesmen want the business they write to stay on the books, so they take more pains to fit the policy to the buyer's needs.

They are not tempted to oversell, in order to get large initial commissions. Since they are compensated for rendering service, those who bought insurance from The Mutual Life years ago can take advantage of policy reviews and similar attention.

The thought which comes to mind first is, of course, "How can The Mutual Life afford this?" The biggest factor is the getting away from the old system of paying commissions to salesmen no longer with the organization, and channeling these funds instead to those who stay on—thus encouraging career men rather than part-time workers and those who may jump in to have a quick fling at life insurance selling and then leave the field.

Though the change in compensation methods had so much to do with setting The Mutual Life on its cur-

# PLEXIGLAS

## STOCK LETTERS

### for All Purposes

ORDER  
FROM THESE  
FABRICATORS

Letters made of translucent colored PLEXIGLAS add greatly to the appearance and selling power of signs and displays. Light in weight, yet strong and durable, these letters are available in a wide range of colors. You can use them unilluminated or lighted by one of several light sources for luminous night effects. Sizes vary from 2 inches to 3 feet. Select the type of letter which meets your needs and write to any of the fabricators listed at the right for quotations. For further information on PLEXIGLAS letters, or a copy of our new booklet, "PLEXIGLAS for Signs", write to Advertising Dept. SM.

PLEXIGLAS is a trade-mark, Reg. U. S. Pat. Off. and in principal foreign countries.

Canadian Distributor: Crystal Glass & Plastics, Ltd.  
282 St. Helens Avenue, Toronto, Ont.

CHEMICALS



FOR INDUSTRY

**ROHM & HAAS**  
**COMPANY**

WASHINGTON SQUARE, PHILADELPHIA 5, PA.

Representatives in principal foreign countries

4 types to choose from

Type A  
Flat  
Letter



Type B  
Ribbon  
Letter



Type C  
Fabricated  
Letter



Type B  
Formed  
Stock  
Letter

Airmate Co.  
1150 Nebraska Ave.  
Toledo, Ohio (A) (B) (C)  
Akron Plastics, Inc.  
2415 Front St.  
Cuyahoga Falls, Ohio (A) (B) (C) (D)  
Allied Plasti-Lite Enterprises, Inc.  
2416 Hadley Street  
St. Louis 6, Mo. (A) (B) (C)  
Aplex Mfg. Co.  
2325 Fairmount Ave.  
Philadelphia 30, Pa. (A) (B) (C) (D)  
Arrem Plastics  
1539 N. Throop St.  
Chicago 22, Ill. (A) (B) (C)  
Atkinson Enterprises  
4953 Firestone Blvd.  
Southgate, Cal. (A) (B) (C) (D)  
J. E. Barron & Assoc.  
1205 Harrison Ave.  
Cincinnati 14, Ohio (A) (B) (C)  
Cadillac Plastic Co.  
651 W. Baltimore Ave.  
Detroit 2, Mich. (A) (B) (C) (D)  
Colorvision Plastics, Inc.  
247 Atlantic Avenue  
Boston 10, Mass. (A) (B) (C)  
Custom Plastics  
321 Grant St., S.E.  
Atlanta, Georgia (A) (B) (C)  
Del Plastics  
2134 N. Upton St.  
Arlington, Va. (A) (B) (C)  
Detroit Macoid Corp.  
12340 Cloverdale Ave.  
Detroit 4, Mich. (A) (B) (C)  
Dura Plastics  
1 West 34th St.  
New York, N. Y. (A) (B) (C) (D)  
Electro Steel Products, Inc.  
112-14 N. 7th St.  
Philadelphia 6, Pa. (A) (B) (C) (D)  
Elijah Corp.  
112 S. Calvert St.  
Baltimore, Md. (A) (B) (C)  
Fabri-Form Co.  
P. O. Box 236  
Cambridge, Ohio (A) (B) (C)  
Flexilume Sign Corp.  
1464 Main Street  
Buffalo, N. Y. (A) (B) (C)  
Gecko, Inc.  
1009 S. 8th St.  
St. Joseph, Mo. (A) (B) (C) (D)  
Gladwyn Plastics  
542 Courtland St., N.E.  
Atlanta, Ga. (A) (B) (C)  
Holiday Plastics  
7025 Prospect Ave.  
Kansas City 5, Mo. (A) (B) (C)  
House of Plastics  
735 Carnegie Avenue  
Cleveland, Ohio (A) (B) (C)  
House of Plastics  
2505 S. Jefferson Ave.  
St. Louis 4, Mo. (A) (B) (C)  
Illuminating Display Co.  
Div. of Brucor Co.  
P.O. Box 237, Belmont, Cal. (A) (B) (C) (D)  
G. C. Kirk Adv. Sign Co.  
2737 Washington Blvd.  
St. Louis 3, Mo. (A) (B) (C)  
Lakeside Plastics & Engraving Co.  
2921 W. Superior St.  
Duluth 2, Minn. (A) (B) (C)

Laminated Sheet Products Corp.  
259 A Street  
Boston, Mass. (A) (B) (C)  
Lee-Hy Plastics Studio  
389 High Street  
Buffalo 4, N. Y. (A) (B) (C)  
Neo Products  
2534 S. Kedzie Ave.  
Chicago 23, Ill. (A) (B) (C)  
Pearson-Berlinghof, Inc.  
18 N. State St.  
Newtown, Pa. (A) (B) (C)  
Peninsula Plastics Co.  
770 El Camino Real  
San Carlos, Cal. (A) (B) (C) (D)  
Plast-Ad Mfg. Co.  
319 Hydraulic Ave.  
South Bend, Ind. (A) (B) (C) (D)  
Plastic Industries, Inc.  
7158 N.W. 5th Court  
Miami, Fla. (A) (B) (C)  
Plastic Letter Industries  
188 N. Wells St.  
Chicago, Ill. (A) (B) (C)  
Plastic Pressed Forms, Inc.  
1401 Fairfax Trafficway  
Kansas City, Kansas (A) (B) (C) (D)  
Plastics Productions, Inc.  
509 Gravier St.  
New Orleans, La. (A) (B) (C)  
Plastic Products Co.  
Hays, Kansas (A) (B) (C) (D)  
Plastics Design & Mfg. Co.  
Box 61  
Tallahassee, Fla. (A) (B) (C)  
Plastics Engr. Co.  
2102-69th St.  
Houston 11, Texas (A) (B) (C)  
Plastics, Inc.  
Chestnut & Ryan Sts.  
St. Paul, Minn. (A) (B) (C)  
Plastics Corp.  
4207 Grand River  
Detroit 8, Mich. (A) (B) (C) (D)  
Plasticrafts Co.  
3806 N. Speer Ave.  
Denver 4, Colo. (A) (B) (C)  
Plasti-Line, Inc.  
Jacksboro at Broadway  
Knoxville 18, Tenn. (A) (B) (C)  
Polyplastic Forms, Inc.  
255 Conover St.  
Brooklyn 31, N. Y. (A) (B) (C) (D)  
Precision Plastic Products Co.  
628 W. Lake St.  
Chicago, Ill. (A) (B) (C)  
Regal Plastic Co.  
710 Main St.  
Kansas City 6, Mo. (A) (B) (C) (D)  
Southwestern Marble & Granite Co.  
1017 Main St.  
Oklahoma City, Okla. (A) (B) (C)  
Steiner Plastics Mfg. Co., Inc.  
47-30 33rd Street  
Long Island City 1, N. Y. (A) (B) (C)  
Theatre Specialties, Inc.  
1615 Cordova St.  
Los Angeles, Cal. (A) (B) (C) (D)  
Van Horn Plastics  
1905 Ingersoll  
Des Moines, Iowa (A) (B) (C)

# KGW

THE ONLY STATION  
THAT ACTUALLY DELIVERS

## COMPREHENSIVE COVERAGE

in the

### Fastest Growing Market in the Nation



Lumber and agriculture are the economic mainstays of Silverton... a city lying in the heart of the greatest food-producing belt in Oregon. And YOU can tap this well-fed economy through KGW's Comprehensive Coverage!

Besides the usual enterprises of an industrially-awake city, Silverton boasts several saw and planing mills; woodworking and store fixture plants; a large turkey hatchery. Silverton's main agricultural efforts are devoted to prune, cherry, walnut and filbert orchards, and hundreds of acres of strawberry fields.

# KGW

**PORTLAND  
OREGON**

AFFILIATED WITH NBC

REPRESENTED NATIONALLY BY EDWARD PETRY CO., INC.

rent firm foundation, a training program, and general improvement through better selection and better supervision in the selling force have also had much to do with bringing about the present satisfactory conditions. The Mutual Life's sales representatives work exclusively for the company. Although they are paid commissions, they also enjoy accident, sickness, hospital, death and pension benefits.

### Inventory

When The Mutual Life examined its position in 1940, there was much to be done. Nearly half of the business being written then came from brokers who also worked for other companies and had little allegiance to The Mutual Life. About 6,000 of these brokers were under contract, but many were marginal producers or otherwise non-productive. By 1942 the company had laid plans to build a "career" organization, specifically "to develop a satisfactory volume of quality business, at proper cost, from a corps of well-trained, well-compensated career underwriters." Within 18 months, 3,000 of the existing contracts had been canceled, and business was down to the lowest ebb since 1914. Despite this critical condition, management was optimistic, and the job of rebuilding a sound and healthy sales organization was begun.

New men were carefully selected and carefully trained under a three-year program during which they attended regional schools, in groups of 20 to 25, at intervals of six months. A training plan for supervisory men was also inaugurated. There was co-ordination of national advertising, sales promotion, and all training activities. But since compensation plays so vital a part in building a sales organization and since the radically revised system initiated by Mutual has proved satisfactory, features of the plan are outlined here:

The typical plan of compensating life insurance agents has been to pay approximately one-half of the commission the first year, spreading the balance in equal installments over the following nine years. Even after many years of work, this system required that an agent derive approximately two-thirds of his annual income from new sales. This was true despite the fact that commissions paid during the second through tenth year were *vested* in the field underwriter and continued to be paid to him even though he might go to work for another company or leave the business entirely.

Under The Mutual Life's plan of compensation, the agent receives a

slightly smaller commission the first year, with "renewal" commissions under the old plan continuing through the tenth year. A vital point of difference, however, is the fact that *if the agent leaves the company, only a fraction of his "renewal" commissions are paid to him*. The "non-vested" commissions make it possible for the company to provide the additional efficiency income feature of its "Lifetime Plan."

The company describes its new plan as one which *pays five incomes*: (1) first year commissions, (2) renewal commissions through the tenth year, (3) fees paid for continuing service to policyholders after the tenth year, (4) company contributions to an underwriter's retirement, (5) an innovation in the life insurance business known to The Mutual Life's salesmen as *efficiency income*.

"It is far easier and pleasant-  
er for the average woman to  
identify herself mentally with  
Helen of Troy or Hedy Lamarr  
or Mme. Curie or with a pretty  
young woman 'to whom things  
happen' than with an over-  
worked drudge with six chil-  
dren. That is a lesson it has  
taken visual (as opposed to  
radio) advertising men a long  
time to learn."

*"Just Like a Woman—How  
to Tell the Girls"  
by Bj Kidd*

In essence, efficiency income is a "quality performance" payment made at three five-year intervals on each year's new business, based upon the quality of the business written. In determining quality, factors contributing to better efficiency in establishing new business and maintaining old business on the books are considered. The efficiency income portion of Mutual's Lifetime Plan works to the advantage of both policyholders and salesmen, since both profit when the company writes high quality business.

For those who have been on the Lifetime Plan for a number of years, this amounts to a continuing annual income. Typical of the reaction of the sales force to efficiency income pay-

ents are these comments from field underwriters:

"Delighted to get my first efficiency check. I can truthfully say this program has given me a tremendous amount of happiness and security. I shall always be most indebted to the company for my contract."

"... Received my first efficiency income check January 6. Our Mutual Life contract is the best franchise a Field Underwriter could have, and one which will mean much to all of us in the years to come."

"... Elated this morning to get my first efficiency income payment. You have to be on the receiving end really to appreciate what a fine program the Company has set up... I hope to be of service for a number of years in our 'grand old Company' and look forward to receiving further benefits in the years to come. Now, more than ever, I can see the benefits from improving the quality of our business written..."

In addition to efficiency income payments, the company's current plan provides for service fees on established policies. These begin when renewal commissions end; that is, in the eleventh year, and continue as long as service is rendered on policies for which premiums are paid.

Contributions by the company to a retirement income fund for the salesman consist of a flat percentage of renewal premiums for five policy years. The field underwriter is required to match company contributions, but he is given the further privilege of putting aside up to 5% of his first year commissions to increase his retirement income. In addition, he is not required to stop selling life insurance in order to commence receiving his retirement income at his selected retirement age—a feature popular with the Mutual Life "Field Underwriters."

#### Take, For Instance . . .

To illustrate the way field underwriters' income and pension benefits build up under the Lifetime Plan, let's look again at the case of a man who maintains annual level production to age 65, and one-quarter of his previous production each year thereafter. Normally, this annual production of the average underwriter will produce \$3,500 a year to start, and without any increase in total business will rise to approximately \$9,000 just prior to retirement. Pension benefits will push the figures still higher in the first years of retirement, after which there is a gradual decrease in retirement income until it reaches

## WHOSE BUILDING MATERIALS SHALL WE BUY FOR OUR NEW HOME?

LET'S LOOK AT OUR  
HOME OWNERS' CATALOGS  
AND DECIDE!



THE greatest single factor of influence on buying decisions in the billion dollar custom-built housing market . . . Home Owners' Catalogs.

The most effective, most economical distributor of consumer sales literature to the greatest number of qualified home-planners . . . Home Owners' Catalogs.

More manufacturers' consumer catalogs distributed via Home Owners' Catalogs in 1950 than ever before—over 2,480,000!

See Standard Rate & Data Service  
for rates and complete data.  
Or write to . . .

HOME OWNERS' CATALOGS

THE F. W. DODGE CORPORATION'S

CONSUMER CATALOG  
DISTRIBUTION SERVICE

\$7,000. Under the old method of compensation, similar production would have held the underwriter to a peak of \$7,000, with no retirement benefits thereafter.

Another advantage of The Mutual Life's "Lifetime Plan" is the security provided for salesmen during slack periods, illness, or other emergencies. The new plan of compensation, in fact, has virtually turned the tables on that proportion of income derived from old and new business. Whereas only one-third of current income normally came from old customers under

the old form of compensation, the new plan will provide nearly two-thirds of current income from that source. Thus, should illness or other emergency strike, the field underwriter has a substantial continuing income to fall back upon.

All in all, The Mutual Life has good reason to be well pleased with its Lifetime Plan. It took courage to pioneer this new plan for compensating agents, but results since have shown that it was a necessary and sound step for building a growing organization of full-time career men.

Under this plan, The Mutual Life is today experiencing an increasingly good quality of new business. Not only has the average size of the policy increased, but mortality experience has become increasingly favorable (fewer lapsed policies), the 1949 ratio being the lowest in the history of the company. This is interpreted by the company as conclusive evidence that incentives to produce quality business have stimulated underwriters to make an important contribution to company operations through more careful selection of policyholders.



## Shot in the arm for IDEA MEN

That's what Plasticolor\* Cover does for you. You sparkle with fresh ideas just by seeing and feeling this brilliant carrier for your printed message. Better still, you light an answering gleam in your prospects' eyes, whether you're selling fountain pens, gadgets, foods or custom-built automobiles.

The glass-like surface of acetate film, permanently laminated to fine Beckett Cover, shines with sales appeal. Yet, it's tough as an elephant's hide—is dustproof, oil-

proof, scuff-proof, wipes clean and fresh as new, in a jiffy.

With six lustrous colors to choose from, you get smashing effects in one color printing on Plasticolor Cover, for a small tag, a counter display or a brochure cover.

Send for the Miniature Idea Kit. It will help you come up with the unexpected in promotion pieces.

And, ask about Doplex\* Brilliant, a similar film-paper lamination in nine alluring colors, for box covers and other light-weight uses.



THE DOBECKMUN COMPANY  
Cleveland 1, Ohio • Berkeley 2, Calif.

## Tea Choice Challenged In Box-Top Switch

Standard Brands bids for consumer preference via competitors' pack tops.

Is there an old box-top in the house?

Standard Brands, Inc., is putting reverse English on the familiar "box-top offer": The box tops can be from any competitive tea.

Standard Brands will give a full-size jar of its Instant Tender Leaf Tea to anyone sending in a box-top from any brand of tea or tea bags. Object of the promotion is to convince tea drinkers of taste, convenience and economy advantages of the soluble product by encouraging them to make a comparison test free of charge.

The plan is designed to operate to the mutual advantage of local food stores and customers. Box-tops with name and address are to be sent to Instant Tender Leaf Tea by the customer who will receive a gift certificate exchangeable for a free jar of instant tea. Standard Brands will redeem certificates from dealers at the regular retail price of the product.

Post-paid, addressed envelopes will be available at local food stores during the campaign, which is scheduled to run through June and July in seven marketing areas and is being handled by Compton Advertising, Inc. In addition, grocers will be able to give their customers details of the offer with feature displays. The promotion will be backed by special newspaper ads which will supplement regularly scheduled radio and newspaper advertising.

## Worth Writing For . . .

### Booklets, Surveys, Market Analyses, Promotion Pieces and Other Literature Useful to Sales Executives.

**"Torontario":** A term coined by *The Globe and Mail*, Toronto newspaper, to designate and define the Toronto market and its trading zone plus South-Eastern and South-Western Ontario—a  $2\frac{1}{4}$  billion-dollar market. It also titles the newspaper's report on this market in which  $\frac{3}{4}$  of all Ontario's retail purchases and  $\frac{1}{3}$  of all Canada's retail purchases are made. To show how the greatest number of consumers can be reached most effectively and economically, a large portion of the report (illustrated with maps) takes an objective look at circulation coverage by all Toronto newspapers in "Torontario." Write to W. J. J. Butler, Advertising Director, *The Globe and Mail*, Toronto, Ontario, Canada.

**Young Women . . . Their Fashion Buying Habits:** As a service to advertisers and the fashion industry, *Today's Woman* has made a survey of its consumer panel to find out the number of purchases its readers make a year, the prices they pay, their favorite colors and fabrics, where they shop and the brands they last bought for each clothing item ranging from dresses to accessories to lingerie. Write to Carl R. Gisler, Director of Research, Fawcett Publications, Inc., 67 W. 44th St., New York 18, N. Y.

**Air Ads:** An outline of the potentials of aerial advertising put out by Allan A. Bass, National Visual Broadcasting Corp., 101 Broad St., Elizabeth, N. J. It gives ideas of what and when to cover, figures and other relative data.

**New Circulation Book** issued by *The New York Times* shows distribution of that newspaper throughout the U. S. Compiled from sales for a single day designated by the Audit Bureau of Circulation, it represents gross distribution. Included is the circulation in all counties in the New York market; in New York City by boroughs, districts and incomes; in towns within a 100-mile radius of New York City; by states and geographical sections; in trading areas of cities of 100,000 population

and over, and by counties throughout the U. S. Write to the newspaper's Research Dept., 229 W. 43rd St., New York 18.

**On Films:** Two booklets prepared by Bell & Howell Co. (7100 McCormick Rd., Chicago 45): "Movies Go to Work," a general picture of sound films in industry's future: training salesmen, selling products, improving human relations, increasing production, interpreting material. "Free Film Sources," one of a series, showing the geographical industry-wide listings of free films.

**Automotive After-Market:** A research report released by *Time* (Time & Life Bldg., Rockefeller Center, New York 20, N. Y.). Based on a questionnaire mailed to a nationwide random sample of 5,000 of the magazine's subscribers through Erdos and Morgan Research Service, it gives data on the automobiles they own and plan to buy, mileage they drive, gasoline they usually buy, service and facilities they use, motor oil they usually buy, tires owned and plan to buy, anti-freeze they buy.

**"Have You Asked Mrs. America?"** A description of The Market Facts National Panel, from Market Facts, Inc. (39 S. LaSalle St., Chicago 3) The panel is a cross-section of housewives who have agreed to give their opinions and attitudes about your products (or services) by testing them in their own homes. They tell their needs, habits, preferences, dislikes—to give facts about how others see you, how others are affected by your sales strategy.

**Data from Raleigh, N. C.:** Compiled by *The Raleigh News and Observer*, this report makes a good reference to sales, population, etc., in the 33-county "Golden Belt of the South" which has an effective buying income of \$1,070,546,000, 30.6% of the North Carolina total.

**Chain Drug Market:** *Chain Store Age* (185 Madison Ave, New York 16, N. Y.) has issued a 12-page mar-

ket file folder containing data on 1949 sales of drug chains, sales percentages by departments, merchandising setup and functions of personnel, and editorial content of the magazine's *Druggist Editions*.

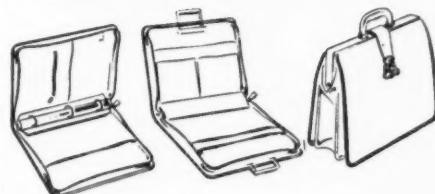
**Magnetic Tape Recording:** A booklet put out by The Brush Development Co. (3405 Perkins Ave., Cleveland 14, O.) describes 101 uses for it. Among them: advertising, conferences, conventions, sales training, employe relations, advanced speech.

## NOW AT LAST! A Salesman's Case Guaranteed for 5 Years!



Amazing TUFIDE Business  
Cases Outlast Leather 2 to 1!

\* TRADE MARK REG.



Here's news that means you can save money on business cases—up to 50% savings! Amazing new TUFIDE looks like leather, feels like leather, outwears leather... TUFIDE makes the most durable business cases and luggage ever developed—they're *unconditionally guaranteed for five years*. Your dealer has a complete selection of Stebco portfolios, ring binders, brief bags, and luggage to match—in TUFIDE, (and in many quality leathers, too).

**Tufide**  
BUSINESS  
CASES

as  
low  
as

**\$ 3.50**

Famous companies like:  
General Electric Co.  
U. S. Fidelity &  
Guaranty Co.  
B. F. Goodrich Co.  
Allis Chalmers Co.  
and many others  
are using TUFIDE.



**SEND FOR FREE FACTS!**

**STEBCO PRODUCTS, Dept. A-8,  
1401 W. Jackson Blvd., Chicago 7, Ill.**

Please rush details about amazing new,  
TUFIDE without obligation.

Name \_\_\_\_\_

Company \_\_\_\_\_

Company Address \_\_\_\_\_

City & Zone \_\_\_\_\_ State \_\_\_\_\_

# How Style Leaders Open New Markets For Minneapolis-Honeywell Controls

BY JOHN R. BERGAN • Merchandising Manager  
Minneapolis-Honeywell Regulator Co.

A 3" x 5" direct mail card is being geared to extensive follow-through machinery by Minneapolis-Honeywell Regulator Co., Minneapolis, to create new business in the quality new-home market.

While the advertising and sales campaign is so new the results are not entirely conclusive, it is apparent that sales reflect the amount of effort put into the follow-up campaign. Ties between the manufacturer and dealer can be solidified by such a campaign.

As we see it, the quality new-home market—homes built to order for owner occupancy—is in a class by itself.

Numerically, it is not the largest part of the total residential construction market. It is widely dispersed throughout the country. It cannot be sold in multiple units such as big speculative projects. Each home is a project in itself. It's unique in the extent to which the consumer, the owner, can be the specifying factor.

## Pace-Setters

While these characteristics make this market somewhat difficult to promote, they also make it highly desirable to sell. Custom-built homes permit larger units of sale per house. They can be sold on a quality basis—even a luxury basis—rather than price. They are style leaders because what they incorporate as luxuries of today become the necessities of tomorrow.

Our interest, of course, is in heating and air-conditioning controls. The Honeywell brand is already generally accepted as a mark of quality on controls and can be found in a large majority of homes throughout the country.

But our job has only begun . . .

We believe that every home owner would want more Honeywell controls if he only knew what could be done with them. Development and perfection of such control features as Chronotherm, zoning and Electronic Modulflow bring indoor living far

Pace-setters have made the thermostat a commonplace in the home. Now M-H is building demand for multiple regulators through promotion to owners of custom-built homes. Object: larger units of sale per house.



SEND 'EM A BOOKLET AND FORGET 'EM? When a prospect asks Minneapolis-Honeywell for literature, the company sends it, then forwards one of these three-part postcards to dealers for follow-up.



**PRACTICAL BUILDER**

These two publications

# Hurdle the Sales Gap

between Your Factory and Millions of Consumers



There are two important hurdles you must take to get across the gap that lies between your factory and successful, economical sales of your product to millions of consumers in the multi-billion dollar building market:

1. **SELL THE DEALER.** If the dealer doesn't carry or doesn't know about your product, he can give his customers a dozen reasons why the product he *does* carry is just as good or better.

2. **SELL THE BUILDER.** Tell him how your product is used, what it will do for him, its advantages, etc.—because if the builder doesn't know your product, he'll switch the owner to the product he *does* know.

When you have taken these two hurdles, you have covered the key factors *controlling* the sale of your product. Unless you have *both* the dealer and the builder on your side, it's NO SALE.

The consumer can't hope to be an expert on insulation, roofing, flooring and hundreds of other products.

He *must* rely on the judgment of his local building experts—the dealer and the builder. And he *does* rely on them because they stand back of their recommendations.

To sell these key sales factors—and keep them sold—talk the “how to sell more—how to make more money” language of the dealer (and his wholesaler) in **BUILDING SUPPLY NEWS**. And talk the practical “how to do it” language of the contractor and builder in **PRACTICAL BUILDER**. You need *both* BSN and PB, because each is individually tailored to serve the specific job interests and problems of its own class of readers. No horizontal, all-purpose papers, these!

That's why your advertising dollar buys *greater buying power*—when you hurdle the sales gap between your factory and millions of consumers with vital trade promotion in BSN and PB—the two publications that **SELL MORE** for you because each sticks consistently to its own last!

**INDUSTRIAL PUBLICATIONS, INC., 5 South Wabash Ave., Chicago 3, Ill.**

For over 33 years exclusive publishers to the Building Industry, also publishers of BSN Dealers' Directory Issue, Building Material Merchant & Wholesaler, Brick & Clay Record, Ceramic Industry and Ceramic Data Book

To sell contractors and builders who do residential, commercial, industrial, rural and remodeling work:

## **PRACTICAL BUILDER**

MORE CONTRACTOR-BUILDER CIRCULATION THAN ANY OTHER PUBLICATION

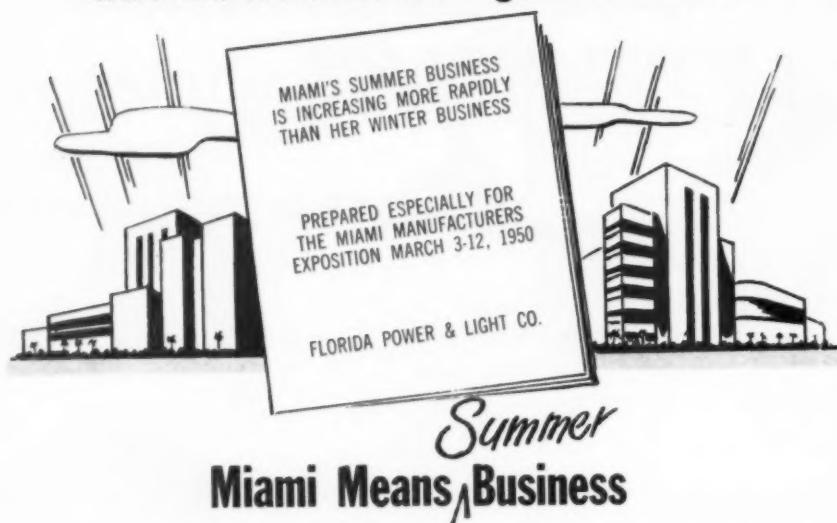


To sell the top dealers and wholesalers who supply the multi-billion dollar construction market:

## **BUILDING SUPPLY NEWS**

DEALERS PAY MORE MONEY TO READ BSN THAN ANY OTHER DEALER PUBLICATION

## Here are the Facts and Figures to Prove:



Looking for new Sales Opportunities? Then be sure to read this factual story of Greater Miami's year-round growth. Here's convincing evidence that Miami and The Miami Herald are an effective team geared to produce results all summer long -- and in every other season of the year.

If you haven't received this valuable survey ask your S. B. & F. man for your copy of "Miami's Summer Business", or write direct to: Promotion Department, The Miami Herald, Miami, Fla.

JOHN S. KNIGHT, Publisher  
STORY, BROOKS & FINLEY, National Reps.  
A. S. GRANT, Atlanta  
Affiliated Stations -- WQAM, WQAM-FM

MIAMI -- An International Market



## Get MORE Sales Action...

**SALES REVIEW MAKES SALESMEN OUT OF ORDER-TAKERS.** SALES REVIEW provides a flow of selling ideas into your organization from fields other than that in which your salesmen work every day; information they would not otherwise see, condensed into a few minutes of valuable reading.

SALES REVIEW is a digest of outstanding articles, stories, books and speeches about selling. Brief, forceful talks on sales topics, presented in an interesting, concise and entertaining manner. They benefit the salesman and improve his selling efforts.

Salemen must be well informed in order to sell intelligently. Absorbing good information takes time, and time is a precious com-

modity to the man who sells. SALES REVIEW is quick and easy to read and is specifically designed to give the cream of selling information in an enjoyable manner.

**HELP FOR THE SMALL OR LARGE SALES FORCE.** SALES REVIEW will be a sales training aid to your salesmen; and will provide an interesting refresher course in basic selling principles—selling practices on which they may have become rusty during the last several years of "order taking" instead of *selling*.

Your sales force will want SALES REVIEW. Let us prove that your men will read and benefit from this excellent magazine. *At no cost or obligation* you can test SALES REVIEW and determine its value to your company. Write for free copies and further information.

**SALES REVIEW**  
417 N. Dearborn St., Chicago 10, Ill.  
Superior 5578

closer to carefree comfort than the average consumer has ever dreamed. It is our job to make him very much aware of these possibilities by telling him about them and by showing them to him through as many new-home installations as possible.

### Prohibitive Cost

Obviously, our ideal attack on this promotional problem would be to have every serious new-home planner personally contacted by a Honeywell representative who would tell the story and sell at the same time. It is equally obvious that this ideal is impossible of attainment. The cost of locating all of these people at the right time would be excessive, and the time and effort involved would be out of all proportion to immediate sales potential.

Our method of reaching these new-home planners directly is through an unique variation of direct mail. Our story, directed specifically to the new-home planner, is set down in an eight-page folder as forcibly as we know how.

The folder is designed to tell the consumer in no uncertain terms just how important controls can be and how much he can do with them. It also offers a helpful guide on heating systems generally, if he will tell us the particular control features that appeal to him.

To insure delivery of our sales story to the right hands at the right time, we use a special promotional service offered by the F. W. Dodge Corp., known as "Home Owners' Catalogs."

Our folder, along with those of other home-product manufacturers, is bound into a blue book and is sent to home-building families (who are committed to building but have not yet broken ground) at an average rate of 1,500 to 2,000 a week.

Minneapolis-Honeywell had an original order of 100,000 folders printed in the first order, at a cost of about five cents a folder. By the time the folder is in the hands of the consumer, the company has about 15 cents invested. However, we know that each copy of our sales talk is in the hands of someone who is not only receptive, but who is actually in a position to act if we have done our sales job effectively.

After this initial effort, the real campaign starts. Some prospective home builders will return the card, indicating they are interested in free literature on one or more of our products, including air diffusion register, individual room control,

Chronotherm, Time-O-Stat, Acra-therm, Electronic Moduflow or more than one thermostat.

Information on the return card form is transcribed to what we call a "direct action" prospect card. A copy of the card goes to the Minneapolis-Honeywell branch nearest the prospective customer. In 60% of the cases, the card contains the name of a Honeywell dealer operating close to where the prospect lives. The branch sees to it that the card gets to a dealer or wholesaler who will push for action.

The dealer stamps his firm name on another card, addressed to the prospect, and mails it. This card notifies the prospect that the dealer is aware that he is interested in Honeywell equipment, and that he is available to serve him. Part of the card is detached by the dealer as a reminder for a later follow-up if he is not contacted by the prospect.

The dealer, of course, is propelled by more than an interest in selling the prospect Honeywell equipment. He knows that anyone in the market for Honeywell regulators also is a likely prospect for many other items that he handles.

About 80,000 of the folders will reach prospects this year. The first was sent out early in January, and returns began to come in the same month. There was a 1.2% return of the cards that first month. In February it had edged up to 1.8%. At last count the rate of returns was up to 2.5%.

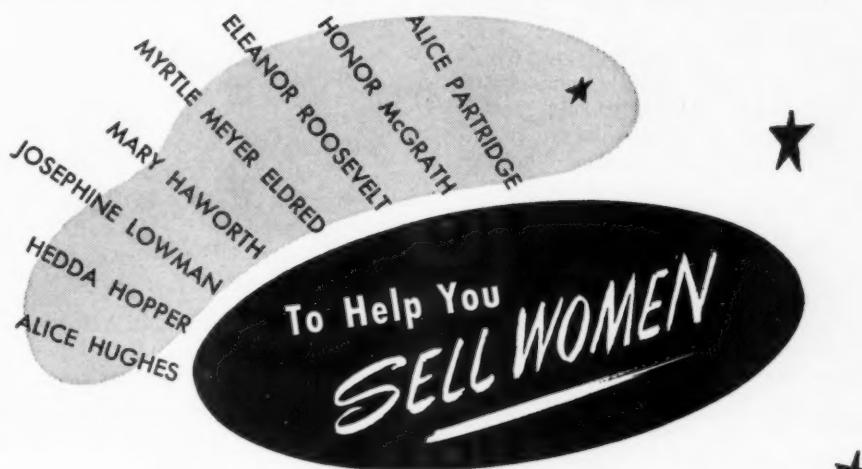
#### Good Question

A low return for a direct-mail campaign?

Probably not when you consider the type of equipment being sold, the sales potential involved, and the fact that the rate of return doubtlessly will increase in proportion to the number of folders in the hands of the consumers.

People building homes think quite a while before they decide on certain equipment going into it. Sometimes they are forced to delay the start on the home, but we are confident the booklet is not thrown away. In some types of direct-mail campaigning, the returns you are going to get will come in within a matter of a few weeks or months. In this type of a campaign, we expect the benefits to continue many months or possibly for years to come.

One of the unique features of our direct mail effort is the exceptional readership gained by the "book" form. We are convinced that no other



A full page all their own every morning with a lead food story by Alice Partridge 365 days of the year—outstanding features written by and for women—fine coverage of society and women's affairs. Those are just a few of the reasons why the Courier Express is the best liked and best read newspaper among the housewives of the 8 Western New York Counties.

**It Gets Results**  
**BECAUSE**  
**It Gets Read Thoroughly**



*Help your letters  
make their mark*  
**THEY'RE RIGHT with RISING**



Give your important letters the distinction of Line Marque quality. It's a paper that spells taste and distinction. Your printer will agree that for letters, your best paper is

#### Rising Line Marque

- ✓ Exclusive design patterned after Italian handmade paper ✓ 2 weights
- ✓ Excellent printing surface for die-stamping, lithography, gravure or letterpress
- ✓ White and 3 pastel colors
- ✓ Envelopes in 6 sizes
- ✓ 25% Rag

WHEN YOU WANT TO KNOW...GO TO AN EXPERT!



# Rising Papers

ASK YOUR PRINTER...HE KNOWS PAPER!

Rising Paper Company, Housatonic, Mass.

type of mailing can come anywhere near this method of securing repeated attention for our detailed sales story.

While we do not confine our magazine advertising to the "shelter" group, we do put most of the rest of our "new-home" appeal into these media. However, because this part of our program is expected to attract "old-home" owners as well as new ones, our emphasis is largely on remodeling and home improvement rather than on building.

We can do this, because our direct attack on the new-home planners through the Home Owners' Catalogs relieves us of the necessity for depending entirely on space advertising to reach them.

#### Two-Pronged Campaign

Insofar as our custom-built home market campaign is concerned, our space advertising program has proved to be of great value in maintaining consumer acceptance of the Honeywell name and in "softening up" the consumer for the direct effort made when he does become seriously involved in planning to build his new home.

Furthermore, it does help locate



how to choose

## your thermostat

IN THE BUYING MOOD: "How to Choose Your Thermostat" spells out user benefits in the Minneapolis-Honeywell line of controls. The booklet is incorporated in Home Owners' Catalogs and distributed to prime prospect builders.

those home planners who, for one reason or another, are not covered by our Home Owners' Catalogs program. We usually solicit inquiries in order to put our printed sales story in their hands.

The follow-through in the present campaign indicates the emphasis we place on informed participation of our dealers in any campaign. It is the dealer who must close the sale by taking the order. To help him do that, he should know the story that has already been given to his prospect.

Generally speaking, our dealers are aware of our magazine advertising

messages because they see them in their own copies of the various media. In addition, however, we make available on request reprints, counter cards and displays to help them capitalize on this type of support.

Each dealer receives a copy of our new-home sales story together with a full explanation of our Home Owners' Catalogs program. It is important that he know not only *what* we have told his new-home prospect, but *why*, *how* and *when*.

With that knowledge at hand he is in a position to sell soundly and sell *up*.

## COMING . . .

in your summer issues of Sales Management:

1. A new survey on salesmen's expense accounts.
2. How to write a good salesman's bulletin.
3. Case histories on the use of TV by banks and insurance companies for institutional advertising.
4. The story of the merchandising and advertising plan that lifted canned cling peach sales 65%.
5. Forecasting sales: how a big steel company does it.

## Retirement Plans Not Adequate; Sales Executives Club Finds

Plenty of good grass, in the form of retirement-pension plans, has been provided retiring employees, but how about the psychological shock of being turned out to pasture?

Are companies subtracting from their accumulated management *able-ness* when they retire veteran executives of seasoned experience?

A survey just completed of the 2,100 members of the Sales Executives Club of New York, representing some of America's major and most progressive concerns, indicates that business management has done very little to prepare its older personnel for the psychological shock of retirement and to retain the value of executives' experience after retirement.

### Mighty Few

Of the respondents to a questionnaire sent to the club membership, only 13% reported that their companies had exerted any effort to prepare their executive personnel, psychologically, for the crucial experience of being "put on the shelf." However, 94% believed such preparation was needed.

Asked whether their firms used retired executives and salesmen as advisers or in special assignments for which they were fitted, only 26% of the respondents answered yes; 76% believed that some use should be made of the reservoir of experience and seasoned judgment that retired personnel could provide.

Thirty-seven per cent of the questionnaire's respondents said they found among their older salesmen a fear of aging and of being unable to keep up with the younger men.

To the question, "Will your firm hire a salesman over 40?", 76% said yes.

Asked, "Will your firm hire an executive over 50?", 83% said yes.

Firms that had established age limits were asked why they would not hire a salesman over 40. Forty per cent of the respondents answered that they considered the period of top productivity too short; 31% said they believed the older men too hard to train; 19% explained it was company policy to promote from within the firm.

The average age at which respondents plan to retire is 63, but they would like to retire on the average, at 60. Forty-eight per cent have their

own retirement plans and 58% of their companies have retirement plans for them.

Approximately one-half of the com-

panies have fixed retirement ages, 65 being the age reported for 95% of these. Fifty-five per cent of the respondents said that their firms operate pension plans for the benefit of employees.

Tabulation and analysis of the questionnaires was done for the Club's Research Committee by A. J. Wood & Co.



## AS TO RETAIL SALES

While Retail Sales in U. S. dropped nearly 2% in 1949

ST. JOSEPH . . . . UP 9%

MISSOURI . . . . UP 7%

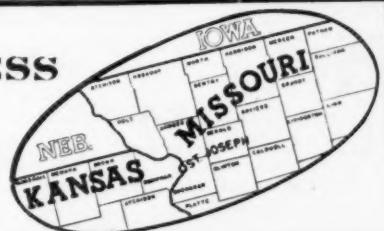
The Per Capita Retail Sales in St. Joseph for 1939, were \$1369 . . . 59% above the National Average

(Statistics from 1950 Sales Management Survey of Buying Power)

# St. Joe, Mo.

ST. JOSEPH NEWS-PRESS  
(EVENING AND SUNDAY)

St. Joseph Gazette  
(MORNING)



National Representatives . . . Kelly-Smith Co.

# A WORD *from* THE WISE *is sufficient*

Win for your product the influence and good will of the 20,000 County Agents, Vo-Ag Teachers, Extension Leaders and Soil Conservationists who read Better Farming Methods every month.



*THERE'S  
business  
where there are*

## *Artkraft\**

OUTDOOR NEON SIGNS  
AND PORCEL-M-BOS'D  
STORE FRONT SIGNS

Actual audited research proves that they increase sales 14.6%, make your advertising 5 TIMES as effective. America's leading merchandisers rely on them. Mass production methods and unequalled manufacturing facilities make possible the world's finest signs at moderate cost.

999/1000 perfect (proved by audited research), they're built to last—continue to work for you years after they've paid for themselves.

**SIGNS OF LONG LIFE** Our design and engineering departments will create for you a sign to fit your requirements.



**Artkraft\***

SIGN CO.

Division of Artkraft\* Mfg. Corp.  
1137 E. Kirby St. Lima, Ohio

QUALITY PRODUCTS  
FOR OVER A QUARTER CENTURY

\*Trademark Reg. U.S. Pat. Off.

# Shop Talk

## Something to Hope for . . .

J. Donovan Emery, who is a district manager for The Prudential Insurance Co. and an instructor in salesmanship at Boston University, is a man who has given much thought to what makes a salesman tick.

Earlier this year he gave a series of lectures on investment salesmanship under the aegis of the University and the Boston Investment Club which were so well received that they were summarized and printed by *The Commercial & Financial Chronicle*. I found these paragraphs particularly thought-provoking:

"The magic life-stuff of salesmanship is *customer hope*."

"Confronted with the fact that salesmen sell only when they have persuaded someone to act on their suggestion to buy, it becomes evident that the knack of selling is the knack of getting action; and to get action we must know what will make people act."

"People will always act to obtain something they want; and there is nothing in this material world that mortal man wants more than something to hope for. Countless thousands have destroyed themselves—not because they had nothing—but because they had nothing to hope for."

"When people become hopeless their minds become set. They have made up their minds and their minds will never change unless you show them something to hope for."

"Remember this: Give the customer something to hope for and hope will make him act. Thus the ability to inspire customer-hope is the root, stalk, and stem of salesmanship."

"What is the customer's problem? Find out. It will help you to chart your way. Adjust your approach to the mood and atmosphere of each individual situation. Creative imagination is essential. Guide the conversation to bring out the will to hope in the customer's mind. Don't worry about setting the pace. Set the pose. Be confident. Your attitude counts for or against you. Your morale is in your voice and face. Don't try to be smooth; you are selling hope, not soap."

"But even though you were merchandising soap, you would sell only through the hope of your customers that soap would be beneficial to them or to those with whom they are associated. Your customer *will not buy* without hope, and you can't sell unless you have the ability and determination to inspire hope."

## Death of a Salesman

For a while, there, everyone who came into my office seemed to want to talk about Willy Loman, the salesman in the Broadway play "Death of a Salesman."

Many fumed that someone ought to write an "answer" to the play. They feared it was undermining the profession. They argued that Willy wasn't much of a salesman anyway and shouldn't be represented as such. Like almost all the folks from within a career-field, they look upon something purporting to be a portrayal of one of their own kind with a myopic eye. They were smarting because the man cast as a prototype of themselves was not painted with a sweeping brush as a doer-of-great-deeds, a man of distinction admired and respected by his fellow-men, a guy who had the world by the tail. Their pride was hurt.

I was at a great disadvantage in these conversations, because my intentions for seeing the play had three times been disrupted. But I

have now seen Willy Loman and followed him to his grave, and the whole thing left me no more churning with indignation, rage, sympathy or any other emotion, than you'd find exuding from a sheet of flat rolled steel. In short, it left me cold.

I feel somewhat embarrassed by this reaction. After all, the play won both the Pulitzer Prize and the award made yearly by the New York drama critics. Shortly after the play opened a fellow editor described it in these same pages as "terrific." Thousands agreed with him. Who am I to enter a dissenting opinion?

Ordinarily I find little trouble in entering into the spirit of drama. Temperamentally emphatic, I can laugh and cry with the characters behind the footlights, sweat with them, suffer with them, sympathize with them in their human search for goals that seem worthwhile to them. But I couldn't sympathize with Willie.

I cannot help wondering why Mr. Miller chose to write a play about a man like Willie. Willie was a slob. He made his bleak living by selling, but with his weaknesses of mind and character, he would have been equally a failure as a steam fitter, a bus driver, or a bookkeeper. To me, one of the most trenchant lines in the play was the question put to Willie by the man who was almost his only friend. On several occasions the friend demanded of Willie, "Why don't you grow up?"

Willie's mediocrity was such that, as I've said, I wondered why Arthur Miller chose to dignify him in a play. If a drama is to be built on human weakness, that weakness should at least be interesting, or should have a certain fatal and epic quality about it. If that weakness is combined with some of the more endearing qualities of character we see in human nature, then our sympathies are stirred to great depths, and we get great theater.

The strong character in "Death of a Salesman"—at least to me—was Willy's wife. I believe a great play could have been written about her. On the one hand she struggled with her weak husband, determinedly demonstrating her belief in him and covering her fears. On the other, she was torn apart by the spectacle of two sons growing up to be cads. A woman aged beyond the half century who is still not utterly defeated by such pressures has iron in her soul. I think she would have made a great heroine.

There's a certain parallel between "Death of a Salesman" and "A Streetcar Named Desire," the Tennessee Williams play of two years ago. Non-perceptive play-goers frequently described "Streetcar" as a "play about a prostitute." It was nothing of the kind. It was a picture of the gradual disintegration of a character who found herself unable to face reality. In like manner, "Death of a Salesman" isn't primarily about a salesman at all; it, too, is about the inevitable calamity that is sure to befall a person who never reaches a mature and adult outlook on life.

So, in answer to many questions that have been put to me about what I think of Willy Loman, I humbly file a minority opinion. I do not think the play in any way constitutes an indictment of management, salesmen or salesmanship. I don't think it needs any "answer." While it touches on the fringe of such basic problems as the physical strain of years of working on the road, the lack of security for the man who must work on commission, the aging salesman, and the man who "travels on a shoeshine and a smile" and still expects to sell with a slap on the back and a story, it never really comes to grips with such issues. If we are ever to see a meaningful treatment of these problems, a play will have to be built around the impact of weak and ill-advised management policies and attitudes upon the character of a man who has the courage and ability that Willie Loman so lamentably lacks.

Personally I thought Willie should have been fired years before he was.

A. R. HAHN  
Managing Editor



Best Traveling  
Salesman  
in America!

\* Reg. Trademark of Minnesota  
Mining & Mfg. Co., St. Paul, Minn.

NATIONAL ADVERTISING CO.  
Waukesha, Wisc.



They are  
loaded with  
sales producing  
dynamite

The successful story  
of balloon promos  
is being told  
by aggressive adver-  
tisers in every com-  
munity. SWING  
THE CONVERSA-  
TION TO YOUR  
PRODUCT. Write  
Department C for  
complete details.



EAGLE RUBBER CO., INC. • Ashland, Ohio



The number of folks who farm for fun (and often turn a profit), or who maintain a "country place" as a haven from the pressures of city life, is constantly increasing. Harvester thinks the Farmall Cub is made to order for these prospects.

## Harvester Seeks New Market Among Gentleman Farmers

Based on an interview with **A. J. PETERSON**, Manager,  
General Sales Department, International Harvester Co.

For the first time in history a farm tractor is being advertised in the sophisticated *The New Yorker* magazine. It is also being advertised in the rotogravure and pictorial sections of metropolitan newspapers coast-to-coast. Publications such as the *New York Daily News*, *Chicago Tribune*, *Los Angeles Examiner* are being employed. The tractor is the Farmall Cub and the advertiser is International Harvester Co.

In the past it has been the practice of tractor manufacturers to use, almost exclusively, farm papers and local and city newspapers whose circulation is concentrated in agricultural areas. In its direct mail and other literature aimed at its distributors and dealers, International Har-

vester calls its new effort, "An Adventure Story."

"We are trying to till new soil," says A. J. Peterson, manager of International Harvester's General Sales Department. "Our purpose is to attract the attention of estate owners, city farmers, the so-called twilight farmers, etc. More than at any time in the past, there is a tendency on the part of men who have made or are making their money in the cities to buy and operate farms. Some are small farms, only a few acres; others are large with elaborate sets of buildings.

"Our theory is that the city man who is thinking in terms of farm acreage, either as a hobby or otherwise, may be unfamiliar with Inter-

national Harvester's dealer distribution system. We feel that many of our dealers are not as close to city-employed farm owners as they should be. Our effort is to bring them together. The object, of course, is sales."

Mr. Peterson points out that in almost all of our larger cities there are City Farmer Clubs. Many city men own and operate, not only small and large farms, but extensive ranches. The Farmall Cub is a light, small tractor, fast, mobile and inexpensive. The owner can buy as added equipment one or more of 29 tools to broaden its use. The basic tool of course, is a plow. Others include a planter, cultivator, mower, grader and snow plow blade, light trailer, etc.

# why did we tell about lies that hurt Alan Ladd?

In the May issue, Modern Screen published a story that separated the facts from the fiction about movie hero Alan Ladd.

Thousands of readers sent us cheers of approval... but their response was no surprise! Because the success of "Lies That Hurt Alan Ladd" was actually predicted months in advance.

Eight years ago, Modern Screen inaugurated the only Continuing Reader Survey of its kind — a completely scientific guide to the tastes and temperament of the movie audience—an accurate barometer to the rise and fall of a star's popularity, often before Hollywood knows!

Today, Modern Screen forecasts the readership of every article, in every issue— even in terms of age groups!

This precision editing results in cover-to-cover reading by 4 million women every month — young women (median age 21) who use more cosmetics, buy more clothes, wear more jewelry — the most free-spending young women in America.

This scientific editorial policy is one of the most important reasons why Modern Screen leads all screen magazines on the newsstands of America.



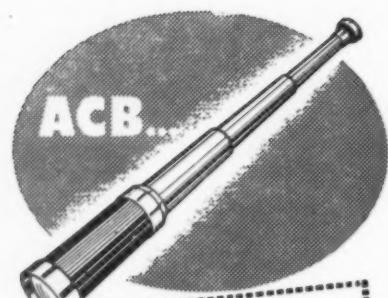
## modern screen

*America's Great  
Screen Magazine*

DELL PUBLISHING CO., 261 FIFTH AVENUE, NEW YORK 16, N. Y.

MAY 20, 1950





**Brings Business  
"Invisibles" Into  
Sharp Focus**

**A Service for Executives Whose Lines are Sold thru Retail Stores**

• ACB reads every advertisement published in the 1,750 daily and Sunday newspapers of the U.S. and can furnish you with any information therein.

For example, here is a prime source for knowledge of distributor and retail trade connections . . . here you can tell exactly how your dealers are co-operating with you as compared with your competition. Here is the source for new products offered . . . new sales plans being tested out.

These and many other important developments are revealed in detail by ACB's Newspaper Research Reports should they appear anywhere in daily newspaper advertising.

ACB reports have been used by leading merchandisers for many years. They are made up to your own specifications as to information or areas covered. A catalog covering 12 services will be sent executives on request.



New York (16) • 79 Madison Ave.  
Chicago (5) • 538 South Clark St.  
Memphis (3) • 161 Jefferson Ave.  
San Francisco (5) • 16 First St.



The city man, as a rule, especially likes the trailer which enables him to haul farm products to town and town products to his farm, or move materials and equipment about the farm. The city man, too, is likely to be intrigued with the grading blade because he might do landscaping work, improve roadways, better his drainage system or otherwise move soil.

After considerable research and study, International Harvester executives have come to the conclusion that cities can supply them with two types of basic customers:

1. The moneyed land owner. He is likely to own an estate or show place. He may retire to it periodically or over weekends. If he has big acreage he may already own one or several large farm tractors but may never have thought of buying an additional light tractor. He will probably use the light Farmall Cub for grass cutting and other odd jobs which can be done less expensively, quicker and with more ease than with a heavy unit.

**Mass Appeal**

2. The man of the masses. This includes a fast-growing, cross-section of small land owners. He is the twilight farmer who works in the city, perhaps at a desk or bench, and high-tails it to his country home where he lives, every evening when his day's work is done, or on weekends. He may be building a modest retreat as a refuge against periods of slack employment or retirement. These men don't want to be tied down with work animals.

This latter type, men who normally want to raise gardens, set out berry patches, get an orchard growing, or maybe establish a flock of chickens, etc., very likely have experimented with little single-cylinder walking tractors. The makers of such devices have been after them for some years now. It has been easy to find them, too. The tractors have been merchandised by Sears, Ward and the larger hardware stores.

International Harvester believes that these two customer groups, having had some experience in mechanical farming, will have had their taste for this type of operation whetted to the point where they will be ready prospects for a light tractor, such as the Cub, which will do a better job without the necessary plodding and slogging along. It means less leg and arm work, which can become tiresome to the man who is a bit softened up by desk work or who is using other muscles daily at his bench.

The sales problem facing Interna-

**MAKE MORE MONEY with a  
McCORMICK  
FARMALL CUB**  
As illustrated, \$178.20  
for as little as  
Balance in 24 easy monthly  
payments. Low finance charge.

You can farm your acres faster, more easily . . . get each job done in season . . . do custom work, too. For quick cash income Farmall Cub tractor with matching McCormick equipment brings acres of 3 to 40 acres the time proven Farmall System . . . the same 1,000 matched implements are for greater profits. Ask now . . . learn how you can increase your income with Farmall Cub.

**Mail the Coupon TODAY!**  
International Harvester Company  
P. O. Box 7322, Dept. I, Chicago 50, Illinois  
Please tell me more about the Farmall Cub. Name . . .  
Address . . .  
Post Office . . .  
State . . .

**INTERNATIONAL HARVESTER**

**FOR CITY SLICKERS:** Not a farm paper ad, but copy that is appearing in such media as *The New Yorker* as well as big-time newspapers like the *Chicago Tribune*.

tional Harvester is to seek these buyers out, get their interest, and to bring them face to face with the dealers. So the company is doing something else that it has never done before and it has been in business for well over 100 years. In the past, most of its advertising has been largely institutional. It has sought to acquaint the public with its name, its products, and create good will.

In its current campaign it is using for the first time the device of a coupon. The coupon is to get immediate prospects. When a coupon is returned it is sent to the dealer indicated by geography for an immediate follow-up. This works out, too, as a test for this new type of advertising.

International Harvester is using two types of copy in the campaign aimed as follows:

1. **Appearing in *The New Yorker*:** See what you can do with a McCormick Farmall Cub. You can grade your drives and lanes . . . clear away the snow . . . mow an acre or more of lawn or tall grass in an hour . . . haul 2-horse loads . . . plow, till, plant, cultivate and harvest. Yes, with your choice of 29 matched implements you can do all the power jobs of every season on your 3- to 40-acre estate, farm or ranch. It's easy—you ride as you work. It's fast—Cub travels 1 1/4 to 6 1/8 m.p.h. It's economical—3 quarts of fuel per hour.

2. **In Metropolitan Newspapers:** Make More Money with a Farmall Cub. You can farm your acres better, faster, more easily . . . get each job done in season . . . do custom work, too, for quick cash income Farmall

Cub tractor, with matching McCormick equipment, brings farms of from 3 to 40 acres the time-proved Farmall System . . . the same system 1,000,000 successful farmers use for greater profits. Act now . . . learn how you can increase your income with a Farmall Cub.

There's one other difference. In *The New Yorker* advertising no mention is made of easy payments. It is presumed that these readers are cash-on-the-barrelhead people. Advertising in the Metropolitan newspapers announces that a Cub can be bought with a down payment as low

as \$173.90, the balance in 24 easy installments. That's reaching for the little fellows.

The basic price of the Farmall Cub is \$610, f.o.b. factory. The retail price varies, of course, in different parts of the country, depending on freight charges, assembling costs and taxes, if any. The down payment is 25% of the delivered cost which, on the Pacific Coast, may bring it up to \$191.55. These are regular terms available to purchasers who have regular income; it is also an entering price comparable with competition.

The history of the last 25 years or more tells us that millions of farm boys and young men surged into our various cities to carve out their fortunes. As they have become successful, or even moderately so, their thoughts have turned back to the country. There's an old saying, "You can take



## Cherries without Tears

Strangely enough, it has always been the custom to pack Maraschino cherries and olives in tall bottles with small necks, thus almost making the contents inaccessible, or so it seems. Not long ago the Bonoil Packing Corp., of New York, defying tradition, decided to pack its cherries in reusable glass tumblers 9 1/4 and 5 1/4 ounces in size. A cherry in an old-style bottle, it was agreed, was harder to hook than a muskellunge in a lake—so why not work reform?

Bonoil wished to make the announcement of the new package dramatic. So the management sent brokers and food buyers in its area a telegram announcing an anticipated blessed event. The next day Western Union messenger boys, substituting for the stork, made the "delivery." This was a package containing samples of the cherries in the new pack. Each package held two tumblers, one of each size, and two empty glasses.

Reusable tumblers, employed in vastly increasing numbers in recent months, have upped the sale of such items as cheese, meats, jellies, pickles, and other products surprisingly. Note your grocers' shelves. With the cherries, you can get 'em without resorting to acrobatics or the technique of a lock-picker. Owens-Illinois Glass Co. manufacture the private mold tumblers; Anchor-Hocking Glass Co., the blue-and-white metal lithographed closures.

"Comforting and little realized paradox . . . The fantasies of women are always full of facts."

"Just Like a Woman—How to Tell the Girls"  
by Bj Kidd

the farm boy out of the country but you can't take the country out of the farm boy."

Sometime in his life the homing instinct crops out. Nostalgia comes to the top like cream on milk. He pines to relive the days of his youth. Give him just the edge of opportunity and he will do something about it. It is to reach these people that International Harvester has initiated its present campaign in *The New Yorker* and the Metropolitan newspapers.

In buying space in the newspapers, the company has pointed almost entirely at cities of 500,000 population or more. IH management believes that this market generally has been overlooked in the past as a field for tractor sales. *The New Yorker's* circulation, too, is preponderantly in New York, Chicago and Los Angeles, the three cities most likely to contain the greatest number of gentleman farmers. Harvester buys space in all of its editions.

Harvester, in this campaign, is using limited space. The advertisements are 4 x 5 inches. The hook to get the reader to fill out and return the coupon is a booklet, or series of

booklets, or a demonstration, as requested by check-marks on the coupon. One check calls for a 48-page booklet, sent free, entitled, "Farming with the Farmall Cub." This tells the stories of individual Cub owners:

How Mrs. Colleyn Orcutt, of Colfax, Ia., a professional nurse, operates 10 acres at the edge of town as a part-time farmer with one field to hand, a manufacturing plant worker who helps out after his day's work is done.

How Merlin Shaw, of Magna, Utah, a Mormon bishop and a school

teacher, runs 10 acres in his free hours. He can always get to his school in time in the winter because, with his Cub, he can keep the snow cleared to the main road.

How Matt Hendale, of Melrose Park, Ill., a machinist, established himself in a five-room home on a six-acre farm tract by after-hours farming. He travels 15 miles each day to his industrial job.

How Tom Boydston, of Santa Maria, Calif., does all the work on a 10-acre farm and also goes to high school. He raises pigs, has a cow to

provide butter, cream and milk, and splits 50-50 with his father who supplies the land and equipment.

The booklet quotes farmers who have switched from horses or mules to Cub tractors. One large farmer says every time he buys a tractor he sells four mules; another says that a Cub tractor will out-work three horses or three mules any time anywhere.

"The man working at a city desk, on a punch press, behind a grocery counter or in an airport service shop, may never have been our customer," says Mr. Peterson. "The chances are he does not know our way of doing business. We hope, through this promotion, to get acquainted with him and get him to know us."

# NOW WFAA BRINGS 28 YEARS OF Knowmanship TO TELEVISION...

KBTW BECOMES  
**WFAA-TV**

**MAY 21**

Radio-Television Services of  
The Dallas Morning News

820KC-NBC **WFAA** 570KC-ABC

Texas Quality Network

**WFAA-TV**

Channel Eight

for the DALLAS-Ft. Worth Area

Du Mont and Paramount Networks

NBC and ABC TV Affiliations Soon

Martin B. Campbell, General Manager

## Consumer Ads to Aid Industry Sales

Loose thread promotion  
designed to educate  
consumers, sell machines

The American Machine & Foundry Co. is currently advertising neckties to general consumers. Touting advantages of slip stitched neckties, via 56-line and 84-line ads in New York City newspapers, the company expects to double sales pressure on tie makers for its AMF Slip-Stitcher machine.

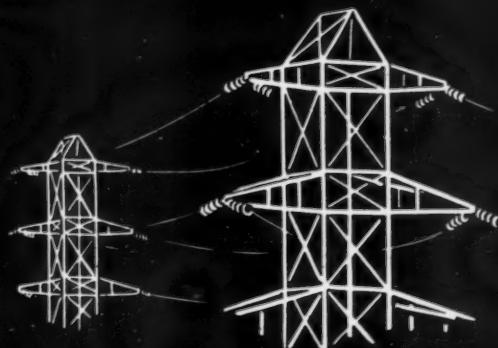
Headed "Test the tie before you buy . . . this way" and "When you can do this to a tie . . . BUY!", the ads are illustrated to show a dangling thread within the necktie. The copy tells how to test for slip stitching: "Flip back the folds of any well-made necktie. See the loose, dangling thread? Hold it and push the fabric along the thread. If it glides up and down, you're holding a Slip Stitched necktie. It gives you a better knot . . . springs back into shape every time you untie it . . . and ties right longer. Be tie-wise—ask your haberdasher to show you only Slip Stitched ties."

Designed to educate the general consumer, these advertisements are planned as well to please retailers and to create, among tie manufacturers, buyers of AMF Slip-Stitchers.

Wrapping up the whole promotion is a supplementary schedule in business publications, including *Daily News Record*, *Men's Wear* and *Men's Reporter News Weekly*.

The agency is Fred Wittner Advertising, New York City.

# From Kilowatts



# To Kitchen Aids



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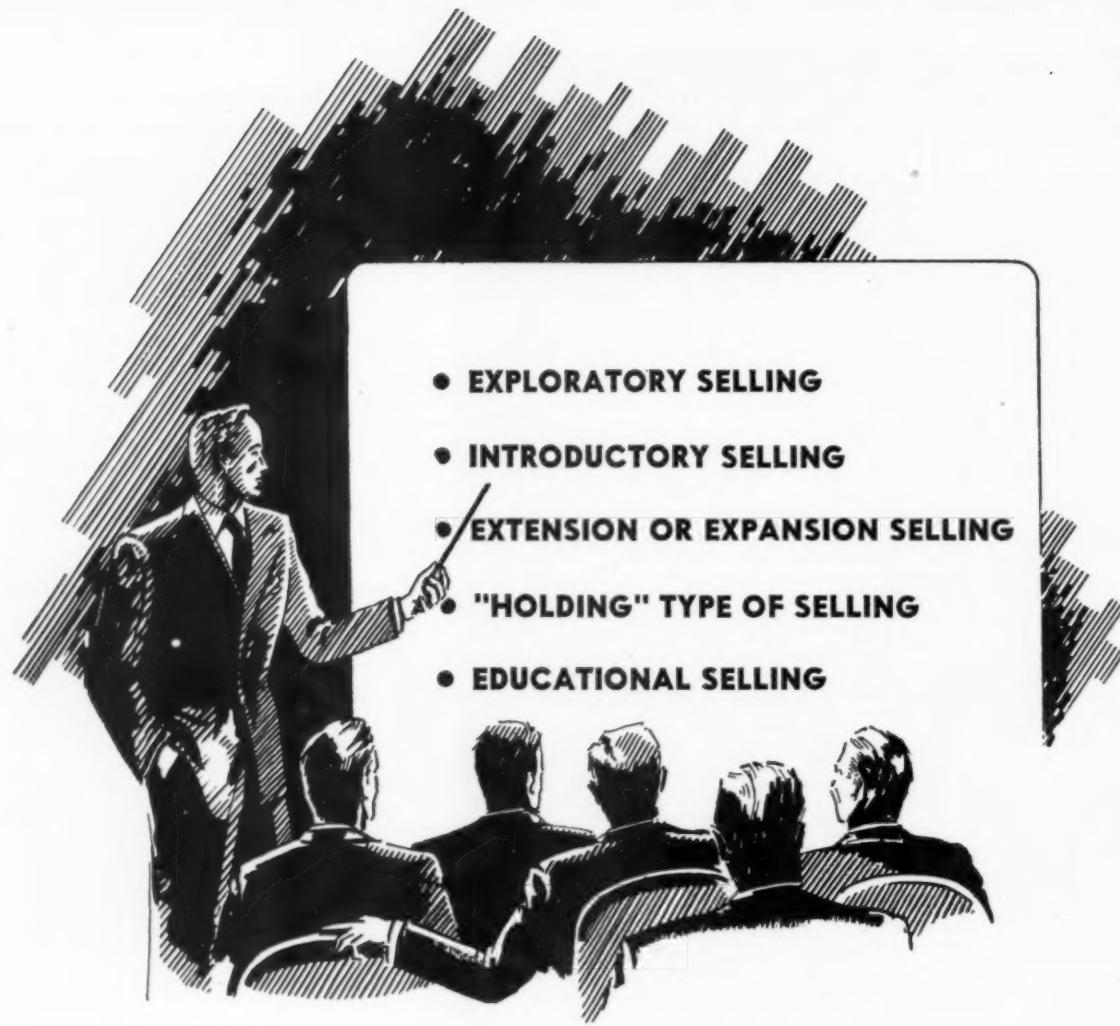
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Chicago, Ill.	Bond-Sanders Paper Co.
Cincinnati, Ohio	Birmingham & Prosser Co.
Cleveland, Ohio	Bradner, Smith & Co.
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Des Moines, Iowa	The Cleveland Paper Co.
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Indianapolis, Ind.	Birmingham & Prosser Co.
Jacksonville, Fla.	Chope Stevens Paper Co.
Kalamazoo, Mich.	Blake, Moffit & Towne
Kansas City, Mo.	Green & Low Paper Co., Inc.
Knoxville, Tenn.	MacCollum Paper Co.
Lincoln, Neb.	Jacksonville Paper Co.
Little Rock, Ark.	Birmingham & Prosser Co.
Long Beach, Calif.	Birmingham & Prosser Co.
Los Angeles, Calif.	Louisville Paper Co.
Louisville, Ky.	Roach Paper Co.
Lynchburg, Va.	Blake, Moffit & Towne
Manchester, N. H.	Blake, Moffit & Towne
Memphis, Tenn.	Louisville Paper Co.
Miami, Fla.	Everglades Paper Co.
Milwaukee, Wis.	Allman-Christiansen Paper Co.
Minneapolis, Minn.	Sensenbrenner Paper Co.
Nashville, Tenn.	Wilcox-Mosher-Leffholm Co.
Newark, N. J.	Bond-Sanders Paper Co.
New Haven, Conn.	Bulkey, Dunton & Co., Inc.
New York, N. Y.	Bulkey, Dunton & Co., Inc.
Oakland, Calif.	Baldwin Paper Co., Inc.
Omaha, Neb.	Bulkey, Dunton & Co., Inc.
Philadelphia, Pa.	Green & Low Paper Co., Inc.
Phoenix, Ariz.	Miller & Wright Paper Co.
Pittsburgh, Pa.	The Whitaker Paper Co.
Portland, Maine	Blake, Moffit & Towne
Portland, Ore.	General Paper Corp.
Providence, R. I.	Brubaker Paper Co.
Richmond, Va.	C. H. Robinson Co.
Rochester, N. Y.	Blake, Moffit & Towne
Sacramento, Calif.	Carter, Rice & Co. Corp.
St. Louis, Mo.	Cauthorne Paper Co.
St. Paul, Minn.	Genesee Valley Paper Co.
San Bernardino, Calif.	Blake, Moffit & Towne
Salt Lake City, Utah	Shawhnessy-Kniep-Hawke Paper Co.
San Diego, Calif.	Tobey Fine Papers, Inc.
San Francisco, Calif.	Inter-City Paper Co.
San Jose, Calif.	Blake, Moffit & Towne
Seattle, Wash.	Blake, Moffit & Towne
Sioux City, Iowa	Western Newspaper Union
Spokane, Wash.	Blake, Moffit & Towne
Springfield, Mass.	Blake, Moffit & Towne
Stockton, Calif.	Bulkey, Dunton & Co., Inc.
Tacoma, Wash.	(Div. of Carter, Rice & Co. Corp.)
Tampa, Fla.	Blake, Moffit & Towne
Toledo, Ohio	Blake, Moffit & Towne
Tucson, Ariz.	Tampa Paper Co.
Washington, D. C.	Paper Merchants, Inc.
Worcester, Mass.	Blake, Moffit & Towne
	The Mudge Paper Co.
	C. A. Esty Paper Co.
	(Div. of Carter, Rice & Co. Corp.)



## Du Pont Places Hundreds Of Ads ... For 5 Sales Objectives

It gears its multi-million dollar advertising program to the specific goals it sets for sales and technical service staffs. Result: Advertising rates a key place in over-all sales plans.

E. I. du Pont de Nemours & Co. has a knack for developing whole new families of products. Its laboratories have turned a gunpowder concern into a company that supplies hundreds of products for dozens of basic industries. These myriad products are promoted with a multi-million-dollar advertising budget, roughly one-half of which is invested in selling to the industrial part of the market.

Marketing of these hundreds of

products is a complex problem. Some markets are concentrated, others scattered. In some, Du Pont is a big factor and in others it is not. Du Pont's advertising involves the purchase of hundreds of pages of advertising in scores of publications and the creation of millions of pieces of technical and sales literature. Each market and each product presents a specific copy problem. Du Pont's printed promotion is just one part of the company's sales methods, the others being their

personal selling and technical service.

How does Du Pont gear its industrial advertising to its sales objectives? Out of its experiences, Du Pont has come to the conclusion that its sales problems—which automatically means its advertising problems—fall into five basic categories:

**1. Exploratory Selling:** Determining whether or not a market exists, or to what extent it exists.

**2. Introductory Selling:** Introducing new products or improvements in products.

**3. Extension or Expansion Selling:** Selling more of a product by adding new users, or encouraging new users.

**4. Holding Type of Selling:** Maintaining position in an established market or a declining market.

**5. Educational Selling:** Explaining or giving facts on products or policies which, when known, will increase goodwill and induce people to buy.

It's obvious that these classifications of sales—and advertising—objectives for industrial selling strike a responsive chord. They are in themselves by-products of extensive Du Pont market research into the part played by advertising in selling industrial products to eight major industries served by Du Pont. The Du Pont research, "A Study of Buying Influences and Advertising Acceptance in Industry," was made and issued in 1949 by the company's Industrial Advertising Committee.

The five sales-advertising categories form the introduction to the widely discussed Du Pont Industrial Advertising Presentation which has been shown to numerous groups of sales and advertising people. Du Pont makes no claim to originality in either the data uncovered in its study or in the classification of sales-advertising problems. But the concise wording of the five sales-advertising objectives reduces the problems of selling a long line of products to many markets to easy-to-understand language. The Du Pont study was made largely to explain to Du Pont manufacturing, research, sales and management executives the role of industrial advertising.

• **How does Du Pont employ advertising in exploratory selling?**

Sodium CMC, known as early as 1921, lay around the laboratory as something of a curiosity. About 1940 European users began to apply it. In 1947 the Explosives Department at Du Pont concluded there might be other profitable markets than those already known for this chemical.

Although sales representatives scouted the field for commercial applications, a faster method of searching for interested prospects was needed, a method that would do the work on a wide front more economically than personal inquiry. In the words of Richard C. Sickler, chairman, Du Pont's Industrial Advertising Committee, "Advertising—the third tool of selling—was called into play for some widespread exploring."

The first approach was a broad one. Applications were sought across the entire chemical process industry. The second approach was much more direct: the detergent field. Advertis-

ing sought to obtain requests for samples of Sodium CMC, and to secure leads for both mail and personal follow-ups.

Four publications carried exploratory advertising copy. Each advertisement announced that carload quantities were available, suggested seven possible uses (in detergents, adhesives, etc.), carried technical data on grades, and offered a booklet on properties and uses for Sodium CMC. Similar copy went into direct mail, technical bulletins and industrial magazine publicity.

The results: Over 900 inquiries, 83 of which resulted in users of Sodium CMC.

• **How is advertising used in introductory selling?**

Mr. Sickler cautions: "While our case history relates to 'Two-Sixty-Two' Feed Compound, a new product, the introduction of a new product or the improvement of an old one calls for co-ordinated use of sales representatives, technical service representatives, and advertising-sales promotion."

The Nitrogen Products Section (now Polychemicals Department) of Du Pont decided it was ready to introduce "Two-Sixty-Two" Feed Compound into an established national market—the feed manufacturing industry. The product was a little-known ingredient for use in livestock feed, a synthetic protein supplement. But it faced competition with long-used natural proteins and a certain amount of prejudice because of its composition and its very name (urea).

At the most liberal estimate there were 8,000 prospects. The advertising-promotion part of the sales program consisted of two-color advertisements in two publications in the feed-stuffs field, black and white advertising in the veterinary and dairy science journals, a 20-page booklet on the product (offered in advertising and by field men), technical bulletins, and dealer story displays.

Over 500 direct inquiries were received within four months. As a result of close sales follow-up, a substantial number of these became customers.

• **How is advertising used in extension or expansion selling?**

Nylon plastic molding powders have been widely accepted. But Du Pont believes old markets can be expanded and new markets uncovered. So Du Pont's problem has been to interest plastic molders in using *nylon* molding powders, and to encourage manufacturers to use *Du Pont* nylon plastic molding powders.

This sales operation called for the three-part team. Advertising's part in this instance was to develop new sales leads for Du Pont sales and technical representatives, and for Du Pont customer molders, and to make extra contacts with present customers.

**HERE'S WHY  
NEOPRENE PRODUCTS DO  
SO MANY JOBS SO WELL**



**SUNLIGHT AND WEATHERING**—in a class by themselves in resistance to rubber's worst enemies.

**EDUCATION:** While Du Pont's neoprene is typed as a synthetic rubber, it has characteristics of its own, many superior to rubber. With these "spots" in its business paper advertising, Du Pont is out to plant ideas in the minds of engineers who specify the materials.



**LOW TEMPERATURE STIFFENING**—special compounds retain flexibility at sub-zero exposure over long periods.

Promotion has been rather extensive. Since 1945, advertising has appeared in general business, product design, industrial production, and plastic industry publications. Promotion has also been carried on through catalogs, case history booklets, plastic tags on products, exhibits at trade shows, and via the radio.

This promotion over the past four years has brought in some 6,000 inquiries, one-third being from manufacturers and plastic molders. Many have asked for Du Pont's help on specific problems. The other two-thirds of the inquiries have been from people seeking to buy products, or seeking distributorship for nylon products.

- How is advertising used in the "holding" type of selling?

Cellophane is Du Pont's example. During the war, Du Pont was forced to place its peacetime users on an allocation basis. Du Pont's problem was to keep its old customers interested in cellophane.

The sales objectives for cellophane were:

**INTRODUCTORY SELLING:**  
When the "Two-Sixty-Two" campaign began Du Pont was a big name—but not in the feed business. Here is part of an advertisement in dairy publications which introduced Du Pont's synthetic protein into competition with natural proteins and helped overcome prejudice against its name (urea).

**cows  
make  
magic**

*Cud-chewing animals make part of their own protein with the help of a new Du Pont feedstuff... "TWO-SIXTY-TWO" Feed Compound*



1. To maintain acceptance of transparent flexible packaging during a period of short supply.
2. Keep users sold on cellophane.
3. To provide conversation pieces for salesmen to talk with customers about their postwar merchandising.
4. To maintain Du Pont leadership among competitive packaging materials.

The story was placed before readers of 23 magazines reaching bakers, confectioners, food packagers, tobacco manufacturers. The Du Pont publication *Packages and People* was sent to both customers and prospects.

Studies on impulse buying went out in the form of direct mail. Marketing data were furnished to various industries. Seldom was an opportunity missed for Du Pont to exhibit at trade shows and conventions.

Perhaps the most important part of this promotion was the hundreds of opportunities provided Du Pont salesmen to talk with prospects even when they could not take orders from them. At the same time, Du Pont established itself as an authoritative source for information on consumer food buying habits. Attention was focused on packaging as a key in impulse buying.

- How is advertising used in educational selling?

In this instance, educational selling should not be confused with institutional advertising. The example is neoprene, Du Pont's synthetic rubber.

The sales problem has been to provide designers or product development engineers with information on neoprene. While neoprene is typed as a synthetic rubber, it has characteristics of its own, many superior to natural rubber under various conditions. Mis-information or lack of information could cause designers to not even consider neoprene. So educational selling is perhaps more important than straight brand promotion.

Thus, a large measure of advertising's part of the sales load has been placed in industrial magazines. In addition, "The Neoprene Notebook" is mailed to over 30,000 designers, engineers, and manufacturers. Articles deal with neoprene's properties, applications and uses. The story is also re-told through trade shows.

## More For Less on WSJS!

That's right! WSJS delivers MORE audience than all other Winston-Salem stations combined—and at LESS COST!

**The Proof:**

	<b>WSJS</b>	Stations B & C Combined
Daytime Share of Audience Hooper—1949-1950	<b>46.3</b>	40.1
Rate: Daytime Quarter-Hour	<b>\$35.00</b>	\$50.00
Rate: Daytime One Minute	<b>\$ 8.50</b>	\$13.50

Your First and Best Buy!

Affiliated  
with  
**NBC**



Represented  
by  
**HEADLEY-  
REED CO.**

# Coming your way . . .

....outdoor rubbish burner for the home prevents the hazards of open trash fires that may endanger lives and property. Its weather-resistant outer casing is of durable, heavily galvanized steel. A sturdy grate basket of electrically welded steel rods hangs on hooks inside. Surrounding space is ample for free circulation of air currents induced by vents in the casing. The basket holds two bushels of trash. The tapered smoke hatch can be tilted back on its hinges, allowing full access to the grate basket opening. Also the grate basket can be lifted out easily



TRASH-BURNING UTILITY UNIT disposes of the household's papers, boxes and other burnable pieces of rubbish.

for emptying cans, bottles, and other nonburnable items. A screen in the smoke outlet prevents escape of fly ash and sparks. Although seldom necessary, ashes can be removed through the sliding door at front of the casing. The rubbish burner is manufactured by The Majestic Company of Huntington, Ind.

....portable electric dishwasher is designed to operate on the top of the average kitchen sink and yet be easy to store. Dishes and glasses are easily stacked in radically new patented stainless steel wire racks—knives, forks and spoons are hung in the unique brackets so as to be individually exposed to the complete washing

operation. A small amount of detergent and hot water is added—the motor started—and the dishes are thoroughly and automatically washed in less than five minutes. Then, soapy water is drained, clear hot water added and the rinsing job is also completed automatically. The appliance washes a full service for a family of four people with one loading. Racks will actually hold a full 24 piece set of glass and dinnerware plus 36 pieces of silverware. The new unit involves no complicated space, plumbing or installation problems. Known as the "Cory Matic Maid," it is being marketed by Cory Corp., 221 North La Salle Street, Chicago 1.

....interior wainscot board is made from cane fibre and has a specially toughened and hardened finish. Beveled on all four sides, the new Celotex Wainscot comes in a pleasing, brown colored, deeply-textured surface which can be easily painted if desired. Board size is 48" x 64" which makes possible beveled dados of either 32"-, 48"- or 64" heights without waste of material. A companion product is a smoother whiter finish. It has been developed for building board; beveled interior board and utility board and achieves an interesting tapestry-like texture which is visible beneath a smooth surface and adds greatly to the appeal of these products as interior finish boards. Both products are developments of The Celotex Corp., 120 South LaSalle Street, Chicago 3.



MIDGET DISHWASHER weighs only 25 pounds. An electric motor is used to propel a unique centrifugal pump which sprays two constantly rotating streams of hot water at different angles across pre-positioned dishes, glasses and silverware. Designed for use in small kitchens.



## New MIRACLE WORKER For Busy Executives

Here is a proven "time stretcher" for busy men . . . a revolutionary new type portable tape recorder and playback that makes every hour of your day more productive. You can record conferences . . . give more effective sales demonstrations . . . train salesmen and workers . . . record long reports for later transcription—do scores of important jobs in office, shop and salesroom. This new Ampro Tape Recorder is a "24-hour secretary" that will pay for itself many times over by saving hours of your time every day.

Lightweight  
**AMPRO**  
TAPE  
RECODER  
and  
PLAYBACK

only  
**\$94.50**

Complete — including microphone, take-up reel, radio-phono plug, speaker, amplifier — in one neat case.

### 2 Full Hours of Recording on One 7" Reel

- Lowest first cost—a quality recorder with advanced features not found on units costing up to 50% more!
- Greatest operating economy—records twice as much material on each reel.
- Simplest to operate—so easy a child can do it!
- Lightest weight—a mere 15 pounds.

**COMPACT!** The basically new design of this new recorder reduces bulk and weight almost  $\frac{1}{2}$  of conventional models! It weighs only 15 pounds and measures only 8 $\frac{1}{8}$ " x 8" x 12".



**AMPRO**

WRITE FOR CIRCULAR giving full details on this revolutionary new business tool.

**AMPRO CORPORATION** SM520  
2835 N. Western Ave., Chicago 18, Ill.

Please send me full details, specifications and prices on the Ampro Tape Recorder.

Name . . . . .

Address . . . . .

City . . . . . Zone . . . . State . . . .

# Summer Ads: 15% More Effective

BY RICHARD L. EDSALL

Vice-President in Charge of Research,

James Thomas Chirurg Co.

**It's a myth that summer advertising is less efficient. People continue to read and listen; vacations are staggered. Advertisers get an audience of 1,150 per dollar for every 1,000 that they average for the year. So, why cut down?**

In 1943, the Daniel Starch organization revealed the fact that at the very times of year when large numbers of advertisers drop out of magazines—the ones who stay in the magazines are getting considerable extra bonuses of more readers at no extra cost.\*

Why publishers have not taken up this evidence as a means of ironing out the sharp fluctuations in the size of issues—why advertisers have not capitalized more on this means of getting considerable extra readership for nothing—I cannot understand.

Anyhow, I felt that this evidence was well worth double- and triple-checking, to see whether it is still true that ads average lower readership in thick issues, and higher readership in thin ones. So I made a thorough investigation of what happened, as thickness of issue varied, in the 312 issues of *Life*, *The Saturday Evening Post* and *Time* in 1948 and 1949.

Actually, as appears shortly, I did find a somewhat different picture from what Starch showed in 1943. But the essential fact of declining readership in fat issues, rising readership in thin ones, remains—and offers advertisers a golden opportunity.

At the start, I want to make it clear that I am arguing neither for advertising *only* in thin issues, nor for preferring those magazines which year around are thinner than others. This is no comparison between regularly-thin and regularly-thick maga-

zines. It is a comparison of what you get in the *same* magazine, from its thin issues vs. its thick ones.

## Variations by Thickness Only Slightly Affected by Interview Fatigue & Irritation.

Of course, an obvious come-back to evidence that readership "scores" are higher in thin issues, lower in thick ones, is that the person being interviewed gets tired, bored, irritated when led through a large mass of advertising, tends to say "No" to cut the interview short. Starch has measured this element of fatigue and irritation (in a booklet, "Factors in Readership Measurements") by starting interviews in thick issues at different parts of the magazines, and has found that the decline in readership ratings due to fatigue was real, but very slight, only 1/6th of the total decline found in fat issues. The other 5/6th is due to the natural fact that people simply haven't enough extra time in the particular weeks when magazines are bulging with advertising, to spend as much time on each ad as when issues are thin.

## How Can Loss or Gain in Readers Be Measured?

I set up a method of measuring whether readership declined or rose, and by what amount, in thick and thin issues—different from the method Starch used in 1943. Starch took the actual percentages of those who "Saw and Associated" each ad, and graphed a curve of what happened from the thinnest issue they encountered (with about 10 ads  $\frac{1}{2}$  page or larger) to the thickest (with about 100 such ads). They worked out a

pattern of steadily declining readership from the maximum in the 10-ad issue, averaging 1.5% lower "Seen-Associated" for each extra 10 ads in the issue.

I felt that a more realistic approach would be to measure variations not from the phenomenal 10-ad issue—but from the normal, average issue. After all, it is the average issue, not the freak thinnest issue, on which the advertiser's decision to use the magazine is based. I therefore averaged the number of ads  $\frac{1}{2}$  page or larger, in *Life*, *The Saturday Evening Post* and *Time*, for the 52 issues in 1948 and again for the 52 in 1949. In 1949 it was 70.3 in *Life*, 85.2 in *The Saturday Evening Post*, 60.3 in *Time*. It was then easy to calculate what percent thinner or thicker than this year's average, was each issue of each magazine.

Then to see how readership varied—we can use the Starch calculations of the average "readers per dollar" for all ads in each issue. This irons out differences due to size and cost of space units. For the year 1949, the number of men per dollar who saw ads and knew who was advertising, per dollar of space cost, was 60.5 in *Life*, 72.3 in *The Saturday Evening Post*, 48.4 in *Time*, whereas among women *Life* led with 75.6, *The Saturday Evening Post* averaged 70.3, *Time* 41.5. (*Time's* smaller "Class" circulation naturally costs more per reader, as any space buyer knows.) Similar year's averages were figured for "Read Most" of the copy of ads, for each sex in each magazine.\*

Now it is easy to see the percentage by which average readership varies in

\* In comparing readers per dollar from one issue or one year to another, one should keep in mind rate changes and their ratio to total numbers of readers. The detailed analysis in this article deals with 1949 issues of *Life*, *The Saturday Evening Post* and *Time*. Only *Life* changed its rates in 1949. Hence in *Life*, readers per dollar may well have been increased during the entire second six months (not just during the summer) by the decrease in rates. The decrease, however, was a mere 3%.

† New York and Boston.

\* Editor's note: While the figure analysis applies to three weekly magazines, there is strong evidence that the conclusions are valid for monthly magazines, radio and newspapers. See concluding paragraphs.

## Thick or Thin Issues: Which Are Best?

TABLE I

### Average Increases in Readers Per Dollar in Thin Issues, 1949

	Men		Women	
	Seeing ad & associating it with the advertiser	Reading more than $\frac{1}{2}$ of copy	Seeing ad & associating it with the advertiser	Reading more than $\frac{1}{2}$ of copy
<i>Increase in readers per dollar, compared with year's average</i>				
<i>In issues 35% or more thinner-than-average</i>				
Life	41.9%	63.7%	34.0%	39.0%
<i>The Saturday Evening Post</i>	38.8	42.1	32.3	64.0
Time	32.3	37.8	39.0	37.1
<i>25-34% thinner issues</i>				
Life	15.0	2.7	8.1	8.7
<i>The Saturday Evening Post</i>	11.3	7.2	18.4	9.2
Time	11.6	*	21.7	45.6
<i>15-24% thinner issues</i>				
Life	5.4	1.2	6.1	10.6
<i>The Saturday Evening Post</i>	8.8	4.6	*	*
Time	13.0	3.9	2.6	*
<i>5-14% thinner issues</i>				
Life	3.0	*	5.3	2.4
<i>The Saturday Evening Post</i>	4.1	15.4	2.4	7.7
Time	*	5.8	*	6.3

\* In these instances, in issues only moderately thinner than average, and among the relatively few issues involved, there was actually a slight decrease in readership, contrary to the overwhelming trend.

TABLE II

### Average Decreases in Readers Per Dollar in Thick Issues, 1949

	Men		Women	
	Seeing ad & associating it with the advertiser	Reading more than $\frac{1}{2}$ of copy	Seeing ad & associating it with the advertiser	Reading more than $\frac{1}{2}$ of copy
<i>Decrease in readers per dollar, compared with year's average</i>				
<i>In issues 35% or more thicker than average issues</i>				
Life	—18.7%	—19.9%	—15.4%	—17.1%
<i>The Saturday Evening Post</i>	—18.2	—14.5	—19.2	—25.5
Time *	—	—	—	—
<i>25-34% thicker issues</i>				
Life	—17.9	—15.7	—15.3	—8.6
<i>The Saturday Evening Post</i>	—15.3	—29.5	—8.4	—7.3
Time	—12.9	—13.8	—14.3	—22.3
<i>15-24% thicker issues</i>				
Life	—20.4	—10.1	—14.9	—20.4
<i>The Saturday Evening Post</i>	—13.8	—14.5	—14.0	—16.9
Time	—10.6	—8.3	—11.8	—12.7
<i>5-14% thicker issues</i>				
Life	—13.6	—15.7	—10.4	—16.0
<i>The Saturday Evening Post</i>	—4.5	—3.8	—1.6	—0.2
Time	—13.8	—12.2	—6.9	—8.2

\* Only 1 issue of *Time* 35% or more thicker than average. All readers per dollar figures were well below average, except women's reading most.

Advertisers  
increasingly are  
acknowledging  
The Wall Street  
Journal's  
pulling power.

During the 1st  
quarter of 1950  
The Journal  
gained **14.60%**  
in lineage over  
the same period  
of 1949.

If you advertise  
to business,  
The Wall Street  
Journal  
should head  
your list, too.

## THE WALL STREET JOURNAL

44 BROAD ST., NEW YORK

911 YOUNG ST., DALLAS

415 BUSH ST., SAN FRANCISCO

TABLE III

Percentages of Issues 5% or More Thinner  
Than Average in Which Readership Went Up  
—and of Issues 5% or More Thicker Than  
Average in Which Readership Went Down  
1949

	Life	The Saturday Eve. Post	Time
<b>% of issues which were 25% or more above average thickness, in which readership went down.</b>			
<b>Men</b>			
seen-associated read most	93% 85	100% 82	100% 88
<b>Women</b>			
seen-associated read most	100 79	82 91	88 63
<b>Issues 5-25% thicker than average</b>			
<b>Men</b>			
seen-associated read most	100 70	88 50	95 77
<b>Women</b>			
seen-associated read most	90 100	100 76	89 61
<b>Issues 5-25% thinner than average in which readership went up.</b>			
<b>Men</b>			
seen-associated read most	63 45	71 43	61 41
<b>Women</b>			
seen-associated read most	72 54	43 28	50 66
<b>Issues 25% or more thinner than average</b>			
<b>Men</b>			
seen-associated read most	93 71	92 77	100 88
<b>Women</b>			
seen-associated read most	86 71	93 77	100 100

each issue from the average for the year.

### How Much Bonus Do You Get in Thin Issues?

Starch had indicated that readership varied inversely in relation to thickness and that the effect is greater in the case of very thin issues. So it was important to segregate groups of issues by various degrees of thickness and thinness. Table I shows 1949 results (1948 was extremely similar.) for the three magazines. In issues which are 35% or more below the year's average, in number of ads, there are very real, substantial gains in readership, running around 40%

bonus over the average readership for the year. In issues 25-34% thinner than average, there is a gain in readership, roughly 10% or 12%, considerably less than the degree of thinness. In issues 15-24% thinner than average, the gain in readership is less clear and uniform, but it does run 5% or better on the whole, again much less than the degree of thinness. And the same thing is true of issues 5-14% thinner than average. For all three publications, by every measure of attention and readership, it seems that the increase in readership exists but is not absolutely in proportion to the thinness, as indicated in Starch's earlier analysis. My analysis—cover-

ing all types of units in the weeklies alone—contrasted with the Starch 1943 study of black and white pages in all magazines—indicates a greater gain in very thin issues than Starch found, but a generally similar pattern.

#### But Aren't Fewer People Reading in the Summer?

Even if you get more readers per 100 copies that are read at all—isn't it counterbalanced by the decline in circulation of summer issues? That at least is a common belief. People are outdoors or traveling too much to read. If so, it should show up in circulations—at least in single copy sales. Publishers' statements do not segregate single copy vs. subscription sales for each issue, but since 40% of *The Saturday Evening Post*'s circulation and 35% of *Life*'s is single copy, any sharp drop in single copy sales should show up considerably in total sales during the summer. Actually, the lowest sales of any issue of *The Saturday Evening Post* last summer were only 6% lower than the highest fall issue. For July and August, *The Saturday Evening Post* declined 2% from the six months average, *Life*, less than 1/2 of 1%. To be sure, that was a recession year, with the steel strike in the fall. But going back to 1948, summer issues of *The Saturday Evening Post* were only 3% lower than the six months average, while in *Life* in the summer was actually 1/2 of 1% higher than the six-month average. Even if you arbitrarily assume that as many more subscribers (who still get the magazines) fail to read them, you have a loss in readers of around 5%, perhaps in a typical year, to balance against a gain in attention paid to your ad, in the copies that are read, which ran around 11% in *The Saturday Evening Post* during July and August, 1949, and in *Life* ran 24% extra attention from men, 15% from women. The small loss in circulation is far more than offset by the big gain in readership.

Averaging gains in attention readership among both sexes in all three weeklies, the summer bonus comes to an extra 15% in reader attention per dollar.

#### What Penalty Do You Pay in the Issues Most Popular with Advertisers?

Table II shows the declines in average readership as issues get thicker. The extraordinary thing about this is that the decline is very similar—about 15% below the year's aver-

## Long term trend establishes South-Southwest as nation's fastest growing automotive market.

Registrations jumped a million last year! Now almost one-third of the country's cars are in the big market served by SOUTHERN AUTOMOTIVE JOURNAL.

PLAN TO BEAT your future automotive sales quotas by driving for extra volume here in the expanding South and Southwest. With last year's big registration increase, over 13 MILLION vehicles are now owned, operated and serviced in this big market.

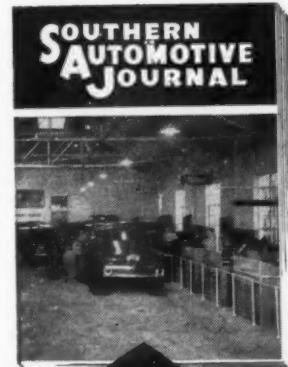
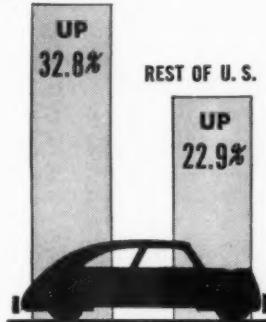
For those most alert to the region's opportunities there is another potent go-ahead signal. The Federal Aid Highway Program has slated 51.9% of its total mileage for the South and Southwest.

Remember, too, of every dollar paid for automotive service, parts and accessories in the country . . . approximately thirty-four cents is spent in the South and Southwest!

#### Registration Gains

1941—1949

##### SOUTH & SOUTHWEST



#### IT WILL PAY YOU TO ADVERTISE IN SOUTHERN AUTOMOTIVE JOURNAL

SAJ's circulation is 26,156 ABC net paid. Coverage includes every important jobber and distributor, the leading dealers, garages, fleets and large service stations in the South and Southwest.

In addition to its heavy metropolitan coverage, SAJ virtually blankets the worthwhile outlets in the 19-state region's towns and smaller cities. This type of coverage — available only through SAJ in this market—is most important to you. It is in and around these smaller communities that almost 70% of the region's 13 million cars are owned and operated!

## Southern Automotive Journal

806 Peachtree St., N. E., Atlanta, Ga.

age—no matter *how* much thicker than the average the issue is. Only in the issues a mere 5-14% thicker than average is there a smaller decline in readership, around 10%. The decline I found for all units in thick issues of weeklies tends to be sharper than the decline Starch found for black and white pages in all magazines, but again the picture is very similar.

The figures in Tables I and II are averages, which of course can be misleading, distorted by some very high or very low figures. So in Table III I show an analysis to determine in what proportion of thin issues there was some rise in average readership—in what proportion of thick ones, some decline. Except in issues only moderately thinner than average, nearly *all* the thin issues showed a rise in readership—even in the fairly thin issues, a majority. And in thick issues, regardless of thickness, nearly *all* issues showed a distinct decline.

#### When Are These Thick and Thin Issues?

For those advertisers who do not follow a regular schedule, and who do not have a powerful seasonal element in sales, a picture of when the thin issues are published (so they can go in these as often as possible) and the thick ones (so they can avoid at least some of them) would be of value in getting an advertising bonus. Table IV shows the usual pattern. It is less sharp in *Time*, which probably has more advertisers on regular cycles. In *The Saturday Evening Post* and *Life*:

January issues and the first one in February tend to be thin.

Most of February and the first of March issue are about average.

Most of March through June 15 tend to be thick.

The last two issues in June are about average.

July, August and Labor Day issues tend to be thin.

Most September issues through December 14 tend to be thick, but a good many are average.

The last two issues in the year are thin.

Naturally, far better than spasmodic advertising in thin issues and avoiding fat ones, is a regular cycle, to keep your message constantly fresh and to catch readers at whatever unpredictable moment they are in the market for your product. But even cycle advertisers can benefit from

TABLE IV

When are the Very Thin Issues and Very Thick Issues?  
Percentages of 1949 Issues Which Were 15% or More Above or  
Below Year's Average—for Each Period

Issue Dates	Life		The Saturday Eve. Post		Time	
	Very thin	Very thick	Very thin	Very thick	Very thin	Very thick
1/1—2/7	100%	0	83%	0	33%	0
2/8—3/7	0	0	0	0	0	50%
3/8—6/14	7	79	0	86	0	57
6/15—6/30	0	0	0	0	0	0
7/1—9/7	60	0	80	0	90	0
9/8—12/14	0	64	7	50	21	57
12/15—12/31	100	0	100	0	50	0

these findings. Based on past experience, it looks as though any 13-time cycle in *The Saturday Evening Post* in 1951 will have five thick issues. But the cycle starting January 14 is likely to include only three thin issues, whereas the cycle starting January 21 is likely to have five, and the ones starting January 7 and January 28, four each. It looks as though the 13-time cycles in 1951 with the greatest number of thin issues would be the ones starting January 15 in *Time* and in *Life*—unless, of course, advertisers make greater use of thin issues and change the picture in 1951. Similar patterns of best cycles in other magazines and for 12-time, 9-time and 6-time programs can be worked out from the information above.

newspaper ad reading or radio listening goes on in the summer. It seems likely that the picture is much the same as in magazines. The Continuing Study of Newspaper Reading has covered only one July and no August issues in the past four years. Starch studies reading in a few leading newspaper, all 12 months, and their findings might well be analyzed.

As for radio, I believe there are no reliable figures on actual listening.\* Telephone calls and audimeters fall down worse in the summer than at other times because it is exactly then that there is a tremendous increase in use of radios they don't cover: in summer homes and camps; in hotel rooms and motels; in automobiles; in portable radios.

Diaries, if well done, might come closer to measuring real summer listening. But they have not been used in the summer. Conventional reports show listening off in the summer. But it is probably just about as high as in winter, when all the extra radios used so much more in summer are counted in. Radio advertising falls off considerably in the summer. Probably those who stay on the air are getting more than ever for their money.

\*Editor's note: C. E. Hooper figures show that there are only 13.3% fewer people at home in metropolitan telephone homes in the evening, during July and August, than there are during January, the peak winter month. In the daytime the difference is only 6.6%. A study by the Psychological Corporation shows that from July 1 to Labor Day, only 6.8% of the nation is on vacation at any one time, and only 4.4% goes away.

#### What Happens in Newspaper Reading, Radio Listening?

We really don't know how average

# IN 30 Seconds

## THIS SHOULD OPEN YOUR EYES . . .

Study for 30 seconds this frank scoreboard of hits and runs on advertising media. It should open your eyes to the surprising advantages of Spot Movies (Film Commercials) in theatres. Join the more than 70 prominent national

advertisers like Ford, United Fruit, Westinghouse, Chrysler, and General Baking who are cashing in with this medium. Phone or write the nearest office of The Movie Advertising Bureau for more facts today.

### Media Scoreboard

#### ADVANTAGES

- Printed Word
- Illustration
- Motion
- Color
- Spoken Word
- Music
- Demonstration
- Full Dramatization
- Commanding Size
- Immediacy
- 100% Readership
- Complete Audience Attention
- Available at Home
- Audience Selection by Neighborhoods
- Audience Selection by Buying Power
- Average Cost Per Actual Reader

	SPOT MOVIE ADS	TV	NEWS- PAPER	MAGA- ZINE	RADIO	BILL BOARD
Printed Word	X	X	X	X		X
Illustration	X	X	X	X		X
Motion	X	X				
Color	X			X		X
Spoken Word	X	X			X	
Music	X	X			X	
Demonstration	X	X				
Full Dramatization	X	X				
Commanding Size	X					X
Immediacy		X			X	
100% Readership	X					
Complete Audience Attention	X					
Available at Home		X	X	X	X	
Audience Selection by Neighborhoods	X					X
Audience Selection by Buying Power	X			X		X
Average Cost Per Actual Reader	\$ .004	?	?	?	?	?
TOTAL	13	9	3	5	4	6

### The Movie Advertising Bureau

MEMBER COMPANIES: UNITED FILM SERVICE, INC. • MOTION PICTURE ADVERTISING SERVICE CO., INC.

#### NATIONAL OFFICES

NEW YORK: 70 EAST 45th ST. • CHICAGO: 333 NORTH MICHIGAN AVE. • NEW ORLEANS: 1032 CARONDELET ST.  
KANSAS CITY: 2449 CHARLOTTE ST. • CLEVELAND: 526 SUPERIOR N. E. • SAN FRANCISCO: 821 MARKET ST.

# New Source of Salesmen: U.S. Employment Service

For most sales managers and salesmen, the United States Employment Service, if they've heard of it at all, is probably associated with long, slow lines of men in threadbare clothes, waiting to be taken on as snow shoveler or porters—a kind of annex to the soup kitchen. The USES was created, along with WPA, to relieve unemployment, and in its early years served the least skilled and the most poorly paid. No sales manager went to USES for the best man to introduce a new product to a vital territory.

But during and since the war unemployed men have been those who had just finished school, veterans completing their GI courses, men with brand new BA and BS degrees, looking for careers rather than for jobs. A lot of them want to sell; they register with USES for salesmen's jobs.

## Doing Research

Already, USES has heard the rumblings. It is just embarking on the research. In New Jersey, at the request of one of the leading direct-to-you companies, it is looking for clues as to the makeup of door-to-door canvassers. In North Carolina it is seeking tests for the aptitude to sell furniture to department store buyers and to jobbers. In Denver there is a study of laundry-route men. Finally, within Government itself, there is this interesting project: How do you tell a good pollster when you're doing market research?

Although USES can't yet tell a job hunter that he comes within three percentage points of the model salesman, it is helping sales managers to find men. It simply accepts the specifications of the employer. For instance, a company was introducing its product in the Philadelphia market. It was running a lot of advertising slanted both to dealers and to the consuming public. It needed men to visit the dealers. If the campaign proved successful, the salesmen would acquire permanent profitable accounts. The district manager knew that a want ad would attract too many and, among them, men who wouldn't conceivably fit. That had happened before in other cities. USES was asked to send along men who wanted to sell, who owned cars, were at least high school graduates, came within specified age limits. For USES, it was a matter of selecting people from

the file. And the district manager was able to comfortably interview applicants, sent one-by-one, instead of having to face a jammed, noisy outer office.

USES does that sort of thing continually. It's called on, as you'd expect, mainly in those territories, such as the Southwest and along the West Coast, where population and markets are expanding. But, a spokesman says, there's hardly a city where that kind of job isn't handled sometimes, and there are several where it's routine. From such chores an interesting fact emerges. The qualifications which sales managers lay down vary all over the lot: Some prefer, some avoid, married men; some insist on, some don't mention, schooling; there's no agreement on age.

In the past, USES has developed tests for particular occupations when enough people asked them to do so. Presumably, it will develop a long series of tests for salesmen when it is asked frequently and loudly enough. Usually, such requests, insofar as employers are concerned, are treated with most respect when they come from an association.

The first step by USES, when the job starts, is to ask one or several

sales managers to put their sales staffs through the ropes. The "ropes" consist of putting the men through three hours of tests. The employer working with USES must submit the entire staff, or else a group of employes selected at random, to the tests. There cannot be any personal method of choice—those, for instance, who want, or at least don't complain too much that they don't want, to be tested. Results (of course not mentioning company or names of employes) are public record. Then the scorings of the salesmen are matched against sales records. Question which prove irrelevant are deleted and those that count are amplified.

Results of such a test show only the ingredients of salesmanship in a single field. They do not reveal them for anybody selling anything. But, as tests are developed for men selling widely different products to highly varied markets, it should become possible to see whether the successful men possess common attributes. Perhaps they do; perhaps beliefs that they do are superstitions.

Sales managers who want to try it out should consult with the local offices of the Bureau of Employment Security. Some of the States are, some are not, equipped to take on the job. Incidentally, USES would just as soon look for the characteristics of other occupations connected with selling—market analysts, pollsters, not to mention sales executives—and if people ask, it will.



OVER THE SEAS AND FAR AWAY: The sales clinic bug has bitten in Denmark. Under the leadership of Ivar Abildhei, sales adviser who picked up some of his meeting ideas at the 1949 meeting of NSE in Chicago, a group of 250 salesmen met at the Hotel Cecil in Copenhagen to get their first taste of an American-style sales idea exchange. One of the features of the meeting: two sales films loaned by General Motors Corp.



## 98.4% Accuracy of Donnelley "Occupant List" Makes Couponing-by-Mail Pay Off!

Fundamental to the success of any direct-by-mail sales effort is an accurate list of potential prospects. And that is exactly what many clients are finding in the Donnelley "Occupant List."

One client—with an established household product—found, in a recent test mailing to this list, that he was able to up his sales 18%! Another—with a relative new product in its field—upped his sales an amazing 42%!

A primary factor in obtaining these outstanding results is the high degree of accuracy found in the Donnelley "Occupant List"—98.4% on a nation-wide basis! Over 35 Million Addresses Are Available on this List, which has cost well over a million dollars to compile, and on which additional money is being expended every day, to maintain the high degree of accuracy for which this list is noted. Don't let these big figures scare you, however! The cost to you for using this list is a small fraction of its original cost.

The successful use of the Donnelley "Occupant List" by manufacturers of food items, household products, cosmetics and other lines, warrants a small expenditure on your part to determine if you can enjoy the same results with this quick-

producing medium. You can make a test anywhere in the nation. Any city, any neighborhood in a city, any town, hamlet or rural route can be reached with our "Occupant List" . . . the most complete and accurate mailing list ever compiled!

Get in touch with your nearest Donnelley office and learn more about how couponing-by-mail might be just the sales stimulus you have been looking for.

### Other Donnelley Services Include:

- **Dealer Help Mailings**—including planning, supplying of mailing lists, printing, dealer imprinting, addressing, scheduling and mailing.
- **Contest Planning and Judging**—supported by years of experience in handling the nation's major contests.
- **Mail-Away-Premium Service**—executed by an expert staff, geared to handle large volumes, quickly and efficiently.
- **Selective Market Mailings**—proved by exhaustive tests, national, regional, and local campaigns.

## THE REUBEN H. DONNELLEY CORPORATION

350 E. 22nd ST.  
CHICAGO 16, ILL.

305 E. 45th ST.  
NEW YORK 17, N.Y.

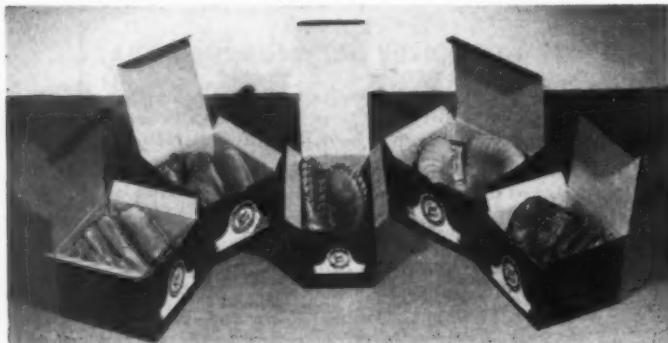
727 VENICE BLVD.  
LOS ANGELES 15, CALIF.



PLASTIC CONTAINER for an ice cream specialty was recently introduced by the Quality Chekd Ice Cream Association. The heart-shaped cups can be re-used in the home for such things as gelatin molds and candy and nut dishes. The "Sweet Hearts" are packaged four to a box. Boxes have glassine covers, so appetite appeal of the new item can be readily displayed. The new transparent cups fabricated by Michigan Molded Plastics, Inc.

## Packaging to Sell

NEW LABELS eliminate the constant confusion in the consumers' mind regarding the names which designate the sizes of ripe olives. In the center of each label, and all the way around it, is a Kodachrome reproduction of the exact size of the olives that are in the can. Name classifications such as "Extra Large" and "Jumbo" and the olive count are also plainly shown. Labels have yellow and red lettering on black. Made for La Mirado by Western Lithograph.



ONE-PIECE PACKAGES, made by The Hinde & Dauch Paper Co., are being utilized for the line of baseball gloves manufactured by the Ohio-Kentucky Manufacturing Co. Outstanding feature of these boxes is that each is especially designed to hold the pocket of the glove in proper shape so it will be ready for immediate presentation and use when taken from the dealer's shelf. Another advantage is that the new cartons eliminate the necessity for rewrapping and repacking. Once taped shut, box it ready to be taken by the customer—or if it is to be mailed, the addition of a gummed label on the top flap is all that is necessary.

NEW TRANSPARENT ENVELOPE for Klick Concentrated Auto Wash is constructed with two thicknesses of Cellophane to keep soap in its powdery state. Outer layer is reverse printed in three colors to give greater eye appeal. Sudsy effect carried across the upper half of the package tends to identify the product as a concentrated cleanser. Package is crimped sealed. Produced by Milprint, Inc. for Chemical Manufacturing and Distributing.



# Why We Feature Salesman In Our Industrial Ads

BY H. N. BARRETT, JR.

Assistant Manager of Sales, Basic Refractories, Inc.

Basic Refractories, Inc., Cleveland, manufactures granular basic and neutral refractories used for the construction, repair and maintenance of furnace hearths on which steel is melted and refined. Recently we published a series of advertisements in which the company's six salesmen were featured, not only by name but by photograph as well. Each of the six advertisements carried a picture of one of the men, framed in the company's traditional trade-mark and superimposed on a sketch showing a typical part each plays in our business of selling and the servicing of Basic's refractory materials.

The advertisements, we believe, established a precedent in the industry. Or perhaps it would be more accurate to say that this series was

another phase of a program established about 10 years ago. Before then, manufacturers of refractory materials did little or no advertising. There was a feeling in the industry that there simply was no need for it. We broke that tradition with a series of advertisements placed in publications read by steel manufacturers and have continued without interruption. Our competitors followed suit. Today we all advertise to greater or lesser extent.

We launched the new advertising program 10 years ago to coincide with the introduction of a new refractory, Ramset. It is a magnesia ramming mix used in the construction and repair of bottoms of open hearth and electric furnaces. Ramset proved a revolutionary development and has

won almost universal acceptance by steel manufacturers who find that it saves valuable hours in hearth installations and repair jobs.

Basic has supported Ramset and its other refractories with constant advertising, even though there are only about 200 plants producing steel by the basic process in the United States. We have long regarded Basic's salesmen as skilled craftsmen—as refractories engineers—without peer in their field. To begin with, there are only six of them. Some are engineering graduates, but all are men who attained positions of responsibility in the practical end of the steel business before joining our staff. Without exception they are intimately familiar with the making of steel. This is an important asset.

## Why We Repeat

They are more than salesmen—they're servicemen as well. They spend the bulk of their time in the field, in the plants of our customers. Whether he makes a sale or not, our salesman is always ready with a counseling word, ready with a sympathetic ear for the familiar problems of the open hearth or the electric furnace superintendent. Their true worth as Basic representatives is most aptly illustrated when they go to work on a new furnace, a major repair job or a hearth rebuild. Until the job is completed they're on the scene to help by supervising, advising and recommending.

Advertisements featuring our salesmen have been placed in two of the publications read chiefly by plant personnel whom our salesmen seldom see but who have influence in broadly determining the companies to whom business is given. These two magazines are *Steel* and *The Iron Age*. We believe these business publications are most likely to reach the desks of the front-office steel executives who may not be entirely familiar with the unique services our salesmen have to offer. Concurrently a product advertising campaign is running in *Blast Furnace & Steel Plant*.

Has it worked? We think it has. In fact, we believed it so successful the first time around that we repeated the series of six, stretching the campaign over an entire year. The six salesmen have taken some good-natured ribbing from friends in the shops, which is an indication of readership. We believe, too, that we have put our message across to the top-ranking executives in the steel business.



*"I can remember when you treated me like a customer!"*

# Why We Prosper in Shadow Of the Chemical Giants

As told to James H. Collins by **WALLACE DURHAM** • President, Durham Chemical Co.\*

One word sums it up: **Flexibility**. Durham Chemical lives close to its western customers, responds quickly to their changing needs, and draws upon big company research.

Since war's end, new insecticides have been revolutionizing farm work. Example: DDT. Many of these bug and weed killers and hormones are manufactured by large chemical companies with ample capital, national sales organizations, advertising, prestige. There is room, however, for small-size competitors.

Durham Chemical is small with its market limited to California and Arizona. We are sometimes asked how we manage to stay alive and avoid being trampled under the feet of the giants in their keen competition for the farmer's insecticide business.

That's a good question.

Perhaps the simplest answer is that given in the Bible about the man diligent in his business. We cultivate a regional market with its own character and possibilities, and we hope diligently. But so do large chemical companies and many other

small regional companies like ourselves.

The sales and production policies we pursue are not complicated. For one thing, we use every possible price advantage. The "big boys" have better buying power, but we try to manufacture our products less expensively. Small competitors, in fact, give us more trouble than the giants, because they shade prices to get direct orders from farmers seeking to cut costs. Word goes around. Other customers demand discounts. Presently the profit disappears altogether. Somebody goes broke . . .

Many small companies in our line are our customers, preferring to buy from us rather than from the large nationals. Thus, we are able to earn a little extra profit which often adds up to the difference between profit and loss. Our special processing gives quality and efficiency in the many different products needed by the farmer in battling a multitude of crop pests. This gives us definite talking

points for advertising and selling.

This battle is being fought in most lines today. The end may be elimination of those people who do not know their costs. While it goes on in our line, it practically kills certain areas in our market. We find it easier to live with the majors than with the minors.

If our big competitors disappeared, we would be in a bad way. They carry on the expensive research which provides our raw materials. We could not afford to do anything like it. The life of a new "wonder" insecticide is said to be about three years. Then it is displaced by something better. The research expense has to be written off, and perhaps a plant scrapped. Our advertising states, "When a new insecticide has been proven, it's available from Durham."

This burden of research makes up a good part of the overhead which the majors have to shoulder. Thriftier management can give the smaller concern considerable advantage in overhead. It is not so likely to get top-heavy.

Our regional market in California and Arizona differs from the national market. Our market has a great diversity of crops which create insecticide problems, demand close chemical teamwork.

\* Los Angeles.



# AN INLAND EMPIRE!

## ● Area Comprising Missouri and Kansas Produces All the Necessaries of Life ...

Kansas City is situated between two states, either of which, if cut off from the rest of the world, could sustain its inhabitants in reasonable comfort, health and security.

The wealth of Missouri and Kansas is basic. It is wealth produced by human labor and extracted from the soil. It is not the sort of wealth that results from monetary manipulations, stock market speculation or bookkeeping entries.

Take eggs, for example. Missouri produced on farms 2,731,000,000 eggs in 1948 and Kansas produced 1,999,000,000.

Missouri and Kansas are rich in lead, zinc and coal. The total value of all minerals for 1947 was \$107,021,000 in Missouri and \$267,020,000 in Kansas.

The accompanying table, containing a partial list of Missouri and Kansas wealth sources, reveals not only the diversity of these sources but the vital and essential character of the commodities that Missouri and Kansas produce.

To the advertiser who is interested not only in immediate returns, but also in establishing a permanent and continuing market for his product, the financial and commercial stability of Kansas City and its trade area will make a strong appeal.

The matter of low advertising cost is another attraction. The Kansas City Star (in conjunction with its farm paper, The Weekly Kansas City Star) reaches one out of every two families, both urban and rural, in all of Kansas and Missouri, except the city of St. Louis.

### WEALTH FROM THE SOIL

Commodity	Unit of Measure	Year	Missouri	Kansas
Corn	Bushels	1949	173,963,000	73,196,000
Wheat	Bushels	1949	35,028,000	164,208,000
Tobacco	Value	1948	\$ 2,926,000	103,000
Dairy Products (Milk Produced)	Pounds	1948	4,122,000,000	2,696,000,000
Poultry (Chickens Only)	Number Raised On Farms	1948	31,340,000	21,175,000
Hogs (On Hand)	Head	Jan. 1, 1949	3,851,000	1,203,000
Cattle (On Hand)	Head	Jan. 1, 1949	2,359,000	3,591,000
Sheep and Lambs (On Hand)	Head	Jan. 1, 1949	1,246,000	711,000
Lumber	Board feet	1947	255,000,000	
Oil	Barrels	1947		105,132,000
Lead	Tons	1948	102,288	8,386
Zinc	Tons	1948	6,463	35,577
All Minerals	Value	1947	\$ 107,021,000	\$ 267,020,000
Manufactured Products	Value added by manufacturers	1947	\$ 1,623,148,000	\$ 461,061,000
Coal	Tons	1947	4,236,000	2,745,000
Eggs (Produced on Farms)	Number	1948	2,731,000,000	1,999,000,000
Horses (On Hand)	Number	Jan. 1, 1949	394,000	219,000
Mules (On Hand)	Number	Jan. 1, 1949	92,000	16,000

## THE KANSAS CITY STAR

Evening 367,398

Morning 358,124

Sunday 382,193

NEW JERSEY'S FOURTH LARGEST MARKET

**Bayonne**

**EATS WELL**



You bet we eat well in Bayonne. We spend \$292.00\* per person or—36% MORE on FOOD in Bayonne than the national average. Get your share of this premium market by advertising in the only newspaper with 99.85% of its circulation concentrated in the City of Bayonne.

\*Source—Sales Management

**Bayonne CANNOT BE SOLD FROM THE OUTSIDE**

Send for the TIMES Market Data Book

**THE BAYONNE TIMES**

NATIONALLY REPRESENTED BY

BOGNER & MARTIN

295 Madison Ave., N. Y. • 228 N. LaSalle St., Chicago

**At your service**

in St. Louis

HOTELS

**Mayfair**  
and  
**Lennox**

Finger-tip Air Conditioning  
in every  
room!

TELETYPE  
SL-139



U.S.A.'S LARGEST REPRODUCTION HOUSE  
WE MATCH YOUR ORIGINAL TO A T

**DELIVERED NEXT DAY!**

**5¢ EACH**

GENUINE 8x10 GLOSSY PHOTOS

Postcards \$23 per 1000: Mounted Enlargements 30x40 \$3.85

Made from your negative or photo.  
NO NEGATIVE CHARGE—NO EXTRAS  
Unsurpassed in quality at any price.

Made under supervision of famous James J. Kriegsmann  
ANY PRODUCT PHOTOGRAPHED, 'S

CLIK COPYART Photographers  
165 West 46th St.  
New York 19, N.Y.

WE DELIVER WHAT WE ADVERTISE

In the Middle West a pest such as the corn borer calls for dusting within two or three weeks during the season. In the East vegetables are seasonal and need chemicals during a few weeks. These products generally can be stocked and advertised in regional farm papers at that time.

#### Succession of Crops

But in California and Arizona there is a year 'round succession of fruit and vegetable crops, in addition to cotton, grain, sugar beets. Lettuce is planted in the Imperial Valley toward the end of the year, for December to March shipment, then in Salinas and other northern California areas, then in southern areas, and finally in Arizona in early fall, filling in the year. This is true of the many other vegetable crops alone, for fresh shipment, canning and freezing. Weather delays these crops, or hurries them along, and dusting, spraying, hormone treatment, weed control chemicals are needed in a hurry. Each crop requires one or more specially compounded chemicals. Each season there are new compounds. These chemicals cut down the farmer's labor costs, increase his yields in quality as well as quantity. Many vegetable growers are also shippers and are keenly aware of marketability in the retail grocery. Control chemicals with fertilizer make up a large part of marketability.

Each crop, each season, brings its own conditions, problems on the farmer's mind. Cultivating our regional market means having the necessary products on our dealers' shelves, watching the calendar and thermometer, and alerting our customers through advertising.

Our advertising expenditure is modest—handled by Julian R. Besel & Associates, Los Angeles—but we believe we use it to good advantage. Through the year, copy is carried in general agricultural publications, *Arizona Farmer*, *California Citrograph*, *California Farmer*, *Citrus Leaves*, *Fruit & Vegetable Review*, *Western Grower & Shipper*. These publications deal either with the entire range of crops in their areas or the entire range of an industry, such as citrus fruits or vegetables which are spread over a wide territory. Advertising keeps us before the grower as an all-around supplier of insecticides and chemicals, obtainable at local dealers.

Much of our advertising must be news for growers in a particular locality or crop, spotlighting dates and pests, calling attention to special crop

treatment, or underlining the dates for regular dusting or spraying. For this we use local newspapers to bring us close to customers.

Of course, major chemical companies are fully awake to this regional market. They cater to farmers with a full range of products, with complete distribution and good advertising.

We believe that with our experience we do a better job. Our top management knows our dealers and many grower-customers. We believe that there are advantages in having friends, provided other things are equal.

An insecticide manufacturer does a drug store business, taking the old standbys such as arsenic and nicotine and the new organics such as DDT, parathion, chlordane, carrying general remedies and doing a prescription trade in special mixtures. There are no secrets. Success lies in having what customers want.

"Preferably, merchandise should be put into production only when it holds promise of giving more satisfaction to some consumers than they can obtain from other merchandise. In any case it should give as much satisfaction as some other merchandise. Merchandise that does not meet this requirement eventually disappears from the market. Advertising cannot save it."

"Advertising"  
By Albert Wesley Frey

We conform to the western pattern for regional business. The West starts building a new industry, such as vegetable growing, attains volume, needs special equipment not built by large manufacturers. Local people, often growers, develop such equipment, until eventually the large companies see that volume is available, and come in.

This puts the western manufacturer to a severe test in meeting the giant's competition. If he has calculated his production on sound costs and has been aggressive in selling, and follows the requirements of his customers, he generally holds his own.



**COUNTER COOKIE DISPENSER**—Self-display box contains two dozen cookie trays and thus provides a mass display of product in a minimum of counter space. The cookies come packed 16 to a tray and are protected by a cellophane overwrap. Both the display carton and cookie package are printed in four colors and have a gay carousel and animal motif. Unit was designed by Kermin-Thall. Box was fabricated by Blum Folding Paper Box Co. and the wrapper was made by Cellu-Craft Products Corp.

**PRACTICAL SALES AID**—Carstairs has added a unique, colorful wall hanger to their point-of-sale advertising. It takes up none of the retailer's jealously guarded selling space. This simulated wood-grain sign post, with the Carstairs sales message on both sides, may be easily fastened anywhere in the interior of retail outlets, by means of Kleen-stik strips on the vertical bars. Sign was created and produced by Consolidated Lithographing Corp.



**NEW TYPE OF AD CLOCK SIGN**—Designed by lighting specialists to attain best possible illumination of an 8 1/2-inch clock face, the Ad Clock provides an unusually large advertising area for so compact a unit. It is the first to use a Circlarc fluorescent tube as an illumination source for a Telechron electric clock and semi-fronted sign. Added feature is that sign can be replaced with a new sales message at any time at low cost. Made by Light-Displays Division of A. L. Smith Iron Co.

## Display Angles

**TESTIMONIAL TECHNIQUE**—Two well-known screen, radio and television stars, Jinx Falkenburg and Tex McCrary, are featured on this full-color lithographed window display. They advise: "Make this glare test before you buy." With a minimum of copy the advantages of Polaroid glasses are presented. Small inset at lower right of display illustrates how Polaroid eliminates glare. Piece was created and produced by the Forbes Lithograph Co.



# Media and Agency News

## TV Sales Impact Shown By NBC-Hofstra Study

Sales and customers are won or lost, depending upon whether television is used to advertise the product. This contention by TV advocates has just been heavily re-inforced by the findings of the Hofstra Study, a survey conducted jointly by Hofstra College and the National Broadcasting Co.

The survey, basing its conclusions on 3,270 personal interviews in the Greater New York City area in January and May, 1949, reveals that:

1. Television means the difference of 193 extra customers per thousand television homes to the advertiser using the medium.

2. An average sales gain of 7.2% per product advertised on television is registered among viewers who watch and like commercials over consumers who neither own sets nor view television.

3. Every one of 15 products advertised on television produced an increase in sales among television owners.

4. Every one of the 13 brands not using television experienced sales losses among television set owners.

5. Television advertisers average

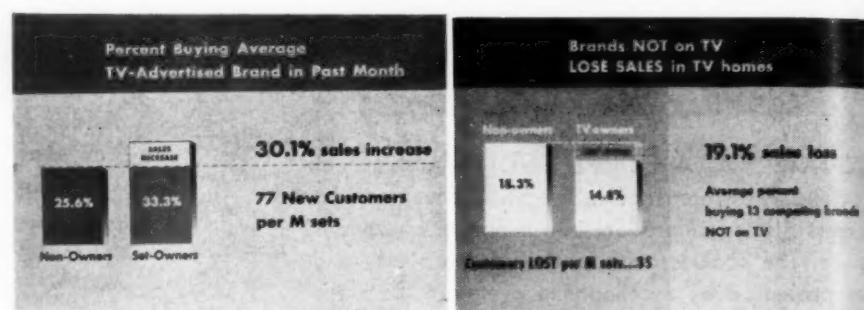
\$19.27 in extra sales for every \$1.00 spent in advertising their brands on video.

The Hofstra Study, using matched samples of television homes and non-

bought sets and joined the television owners group. Before they owned sets they bought like non-owners. After they acquired sets they bought like owners. Their purchases of television-advertised brands increased 40.1% while their purchases of the average non-television-advertised brands decreased by 37.3%.

Further, the survey indicates that television's sales influence stands up beyond the novelty stage when the set first enters the home.

The full range of television sales effectiveness according to degrees of



IN TV, OR OUT? . . . Study by NBC and Hofstra College shows customers for major brands won or lost depending upon use of television advertising, or not.

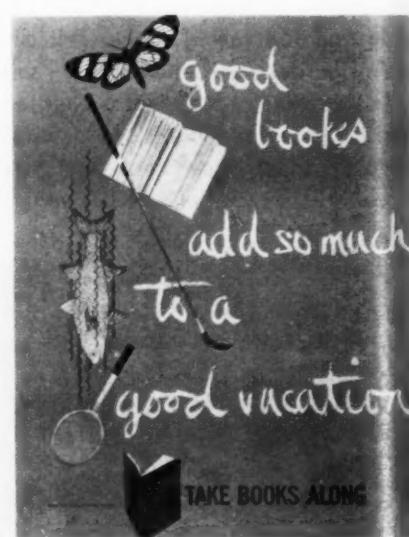
television homes, checked consumer purchases in eight product groups: gasoline, dentifrices, cigarettes, cheese, coffee, soap, tea and razor blades. An independent pantry check was made during the survey to substantiate the purchasers' claims.

To substantiate the gain of 193 customers per thousand sets, the Hofstra study takes the average percentage of all TV-owners buying the TV-advertised brands during the past month as compared to non-owner non-viewer customers purchasing these brands. This represents a gain of 98 new customers per thousand television homes. In addition, 35 customers per thousand homes were added who otherwise would have been lost to their competitors had they not advertised their products on television. Finally, 60 "bonus customers" per thousand non-owner viewers were noted. These represented guest viewers who watched television 7.9 hours per month.

In ascertaining that all television-advertised brands within the categories studied enjoyed increased sales among set owners, the Hofstra Study showed that the percentage of increase ranged from 16.8 for cheese to 60.2 for gasoline. The average gain was 30.1% for products using television.

Between the first and second surveys made by Hofstra, 72 persons

exposure was also outlined in the Hofstra Study. The percent of non-owner non-viewers buying the average TV brand in the past month was 23.5; of non-owner guest viewers, 26.5; all TV owners, 33.3; owners seeing program recently, 36.4; seeing program regularly, 37.5; recall seeing commercial recently, 38.6; recall and



NATIONWIDE is The New York Times' drive to sell books during summer vacation season. Complete promotion kits with ad mats are going to 600 booksellers across the country.



DIXIE . . . New name of locally-edited Sunday magazine of The Times-Picayune & New Orleans States has been given to better identify its purpose to serve the deep South.

# YOU THINK MONEY GROWS ON TREES?

*it DOES  
in FLORIDA!*

Florida orange trees will grow a juicy \$125,000,000 this season according to the Wall Street Journal. That figure is nearly 40 percent more than Florida growers received for last year's crop, and three times the income from the 1947-1948 season.

*And most of these millions will be spent right in Florida!*

These orange dollars give Florida bonus buying power — supplement its constantly mounting income from other agricultural production, from increased business and industrial payrolls, permanent population growth and tourist revenue — income factors that are making Florida one of America's fastest-growing, year 'round markets.

The best, *lowest-cost way* to make sales and step up turnover in Florida is through the pages of Florida's three big morning dailies. They give you *more readers per dollar and more dollars per reader* where 78 percent of Florida's effective buying income is concentrated — in Florida's three major markets and their rich trade areas.

Wall St. Journal Says  
Florida Orange Crop  
To Gross \$125,000,000

LAKELAND, March 7—(Special)—Florida's orange growers will reap a \$125,000,000 harvest during the 1949-50 season before it ends in June. Wall Street Journal

*Orange Gold*  
Florida Citrus Growers  
Reap Bumper Profits as  
Prices Hit 30-Year High  
Juice Freezers Gulp a Third of  
Orange Crop; Groves Rise  
In Value

TO SELL IT TO AMERICA — TEST IT IN FLORIDA!  
Florida's permanent population is a true cross-section of the United States. If you want to sell it to America, you can test it best in Florida — and at lowest cost.

## FLORIDA TIMES - UNION

Jacksonville • National Representatives • Reynolds-Fitzgerald, Inc.,

## TAMPA MORNING TRIBUNE

National Representatives • Sawyer-Ferguson-Walker Co.

## MIAMI HERALD

National Representatives • Story, Brooks & Finley, Inc., A. S. Grant, Atlanta

Lowest Cost  
Coverage in  
Florida's Top Markets



**PIONEERING** by *The Milwaukee Journal*. In this first book on production of run of newspaper color are packed thousands of hours of *The Journal's* practical experience.

like commercial recently, 40.

The Hofstra presentation pointed out that the number of television homes in the United States is expected to reach 24,000,000 by 1955. (According to Hugh M. Beville, Jr., NBC director of plans and research, a record increase of over a half million television sets installed during the month of March brought the total, as of April 1, to 5,343,000.)

In the panel, owners and non-owners were matched for neighborhood, age, education, family size, standard of living and buying power. They were similar in all these respects—shopped in the same area, were exposed to the same advertising—except that one group had television sets and the other did not. Thus, according to NBC's presentation of the Hofstra Study, if the buying of the non-owner group is taken as the norm, then any difference in the buying by set owners must be due to television.

## Book On Newspaper Color By The Milwaukee Journal

The first book in the country on production of run of newspaper color has just been published by *The Milwaukee Journal*. Of the 190 pages in all, more than 50 are in full color. Included with the book are two supplements in full newspaper page size showing examples of run of color on newsprint.

The purpose of the book is to assist other newspapers, advertisers, agencies, graphic art suppliers and equipment manufacturers in finding a practical approach to the use of this rapidly growing medium.

Illustrations are varied, ranging from fashion to foods. Numerous examples show the increase of sales of products influenced by the use of color, and there's a discussion of the pulling power of color over black and white.

Advertisers are given eight reasons for using color: (1) To gain impact; (2) To gain product identification (3) To dramatize a copy appeal or product name; (4) To illustrate a seasonal appeal; (5) To stimulate a sales staff or dealer organization; (6) To show the product with realism; (7) To surround the product with beauty and prestige; (8) To give it appetite appeal.

Copies of "Production of ROP Color at *The Milwaukee Journal*" sell at \$2.50 each.

## Advertising Guidebook by ANA—AAAA

"Self-Regulation of Advertising—A Guidebook of Major Facilities" has been issued jointly by the Association of National Advertisers and the



AT MCGRAW-HILL . . . G. E. Riddell (left) and B. E. Sawyer (right) are appointed sales managers of *Food Industries* and of *Chemical Engineering*, respectively.

American Association of Advertising Agencies.

"Improvement and development of advertising through self-regulation" this new study states, "has been the concern of various advertisers, agencies, media, national and local organizations, and governmental agencies since the early 1900's.

"Through voluntary co-operation among these groups, many and sound principles and practices have been established. These not only have served as protection for the public, but also have created goodwill for business and industry. The need for self-regulation is, however, unending.

"Many plans, evolved in the past to eliminate unethical advertising practices, are in effect today. Other plans have been suggested for the future. This study is intended as a guide book of major facilities available now for self-regulation or voluntary censorship of advertising."

In the "Guidebook" itself, sections are devoted to outlining the history and procedure of many of the most prominent advertising codes or organizations devoted primarily to the improvement of advertising.

In its discussion of the Better Business Bureau movement, for instance, the report points out that: "One of the most important functions of the Bureau is the checking of advertisements."

The "code" of the Newspaper Advertising Executives Association, Inc., originally adopted in 1914 and revised in 1946, is also discussed in the "Guidebook."

In its discussion of steps taken by magazines to make sure that advertisements accepted for publication are neither fraudulent nor in bad taste, the "Guidebook" says, "The magazine publishing industry plays an important part in fostering ethical advertising in the magazine field even though it does not have a formal code."

Among the other organizations whose advertising "codes" are out-

*Anyone Can Be a  
Salesman with a...*

## VIEWMASTER

THE EASEL PORTFOLIO  
THAT DISPLAYS  
ONE SHEET AT A TIME

As each sheet is viewed, it is flipped over the top. Special construction allows all sheets to lie perfectly flat without expensive cloth hinging. Loose leaf.

Simply lift Viewmaster by the front cover and the automatic easel sets it up firmly. Carried in stock in four sizes.

SEND FOR FREE FOLDER  
*Sales Tools, Inc.*

1224 W. MADISON, CHICAGO 7



# The dress that needn't have been so beautiful

THERE'S NO REAL REASON for a girl to have the most beautiful dress in the world. Even my daughter Sally. Even if she has her heart set on it.

But—I bought it. And when I paid the bill, I whistled! Partly with the well-known father's bill-shock. Partly for happiness. Because, Sally was right—there never *was* a prettier dress to get married in.

It's times like that—when we can buy something really important even if it is a luxury—that I feel like such a lucky guy.

And times like when my wife got sick, and we could give her the good care she needed to get well. And the swell day-in, day-out feeling of *knowing* that if an emergency comes, you've got the money to meet it.

I know the luckiest day of my life was when I signed up to save regularly through the Payroll Savings Plan at the office. I'd tried every which way to save before, but, brother, this *automatic* way is the only way that *works—for you—all the time!*

**Buying U. S. Savings Bonds** . . . whether by the Payroll Savings Plan or the Bond-A-Month Plan . . . is the safest, "foolproofest," easiest method of saving since money was invented. And every \$3 you invest will turn into \$4 in just 10 years.

*Automatic saving is  
sure saving—  
U.S. Savings Bonds*



Contributed by this magazine in co-operation with the Magazine Publishers of America as a public service.



lined in the "Guidebook" are: Advertising Federation of America; American Association of Advertising Agencies; Chamber of Commerce of the United States; Curtis Publishing Co.; The Federal Trade Commission; National Association of Broadcasters; National Better Business Group; National Bureau of Standards; National Canners Association; Newspaper Advertising Executives Association; Outdoor Advertising Association of America; The Proprietary Association; Television Broadcasters Association.

Copies of "Self-Regulation of Advertising—A Guidebook of Major Facilities" can be ordered through the Association of National Advertisers, or the American Association of Advertising Agencies for \$3.00 per copy.

### French-English Survey of Montreal Car Cards

The second Transportation Advertising Study conducted on behalf of Canadian Car and Bus Advertising, Ltd., by the Canadian Advertising Research Foundation in cooperation with the Advertising Research Foundation of New York is now released. H. H. Rimmer of the Canadian General Electric Co., Ltd., and chairman of the Canadian Advertising Research Foundation has explained that this study of the Montreal transportation area follows the same pattern and



**Give a sporting goods gift**

"AS ADVERTISED in *Holiday*": 400 leading sporting goods dealers are planning tie-ins with the magazine for Father's Day gift promotion. Window and interior exhibits designed by *Holiday* include counter cards naming advertisers.

techniques first employed in the Winnipeg study (November, 1948).

Current estimates of the Montreal transportation area population were supplied by the Dominion Bureau of Statistics. Gruneau Research, Ltd., conducted the field work and the Advertising Research Foundation of New York did the validating and handled the projections.

Car cards advertising 10 products were measured in the Montreal study. The Kleenex card, which achieved the highest readership, reached 44% of the transportation audience. Pro-

jecting this against the basic Montreal population (15 years of age and older), its score was 35%, or 350,000 readers in a 30-day showing.

The average proven readership of all 10 cards measured was 32.2% of the transportation audience, or 25.5% of the basic population in the transportation area.

The Montreal area survey produced special information on the use of French or English or both languages in the home and in business. It was found that 28% used French only, 23% used English only, and 49% used both French and English.

Total cost of this study, amounting to nearly \$20,000, was borne by Canadian Car and Bus Advertising, Ltd.

### Don White, Inc., To Serve Food Distributors

Donald W. White, for the past six years with Young & Rubicam, Inc., has formed his own company, Don White, Inc. Located at 250 Park Avenue, New York City, it will specialize in food and grocery merchandising and marketing research.

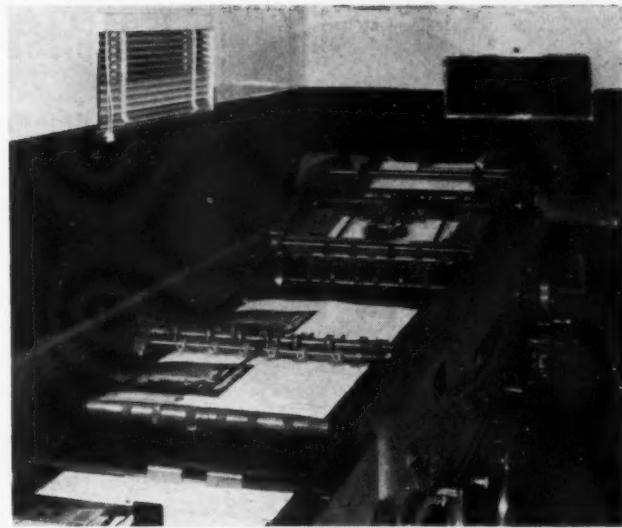
At Young & Rubicam, Inc., Mr. White served in the merchandising and research departments, most recently as research account supervisor on food accounts. Currently he is president of the New York Chapter, American Marketing Association.

Pointing to increasing competition and rapidly changing methods of distribution are creating new problems in the food and grocery industry, he states that Don White, Inc., will provide specialized services to help reduce costs in the mass movement of such products for both manufacturers and large-volume distributors.



**NEW GENERAL MANAGER** of the National Association of Broadcasters, William B. Ryan (center): The former manager of KFI and KFI-TV, Los Angeles, holds traveling alarm clock presented him by the Southern California Broadcasters Association, of which he was a director. William Beaton (left), SCBA president and manager of KWKW, Pasadena, Calif., and Calvin J. Smith (right), director of NAB District 16, manager of KFAC, Los Angeles, pledge groups' support.

## ATF'S Little Giant Barnstorms Print Shops



TO THE ROAD . . . with Little Giant, 1950 model of American Type Founders' printing press, which is being demonstrated at printing plants 'cross country via Exhibittruck especially built by Ford.

Nice, fresh printing presses—net weight, 2,730 lbs.—are to be demonstrated door-to-print-shop door. Like vacuum cleaners, or egg beaters that flick into market baskets, American Type Founders' 1950 model of its Little Giant printing press will be trundled right up to the printer's front door for an operating demonstration in a coast-to-coast tour. A cross-country trip in a specially built Ford truck will take ATF's automatic cylinder job press both to the graphic arts plant in metropolitan areas and to the small print shop in the outlying sections.

### In the Flesh

Announced as a new approach to printing press merchandising, the traveling Exhibittruck will give printers the opportunity to see in a Little Giant operating demonstration the answers to questions they would normally get in looking through printed descriptive literature.

The Exhibittruck is a 26-foot-long vehicle, entirely self-contained with its own power-generating and air conditioning equipment. The truck carries a selection of paper and other supplies so demonstrations can be made readily on different types of jobs.

ATF has announced that, following its preview in New York City and an initial group of demonstrations in the Philadelphia area, the Little Giant Exhibittruck will start on its coast-to-coast tour. It is to be shipped by freight to Seattle, Wash., then work its way down the Pacific

Coast, turning inland from Southern California, and rambling eastward across the country.

Since the press occupies less than 20

square feet of floor space, there is ample room in ATF's peregrinating sales kit for spectators. At the same time, the press can be operated at its top speed of 5,000 impressions per hour, just as if it were anchored on a shop floor.

## A MUST for your Idea File

Send for this free booklet  
on Point-of-Sale Advertising

Sixteen pages . . . profusely illustrated . . . packed with ideas! This book is designed to give you a wealth of suggestions and usable information for planning hard selling point-of-sale advertising. Get your copy now. Use it. Keep it for reference. Just send the coupon. No obligation!



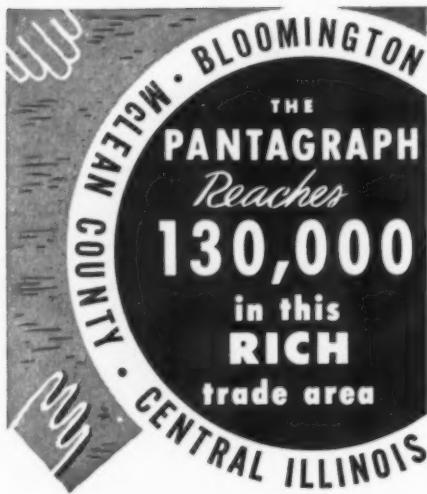
CHICAGO SHOW PRINTING CO. • 2660A N. KILDARE AVE., CHICAGO 39

Rush your booklet on point-of-sale advertising, entitled "39 WAYS" to:

Name \_\_\_\_\_ Title \_\_\_\_\_

Company \_\_\_\_\_

Address \_\_\_\_\_



**BLOOMINGTON — Annual retail sales: Food \$10,916,000; General Merchandise \$6,284,000; Drugs \$1,435,000; Furniture, Household and Radio \$3,161,000.\***

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Represented by Gilman, Nicoll & Ruthman

#### OPPORTUNITY FOR PAINT SALES MGR.

National manufacturer anxious to expand paint department needs experienced hard hitting manager to head up sales to dealers. Prefer man under 40, capable of instituting sales and distribution policies and merchandising plans. Considerable out of town work at start with headquarters in Western New York state. Permanent connection with fine organization. State qualifications and approximate salary requirements.

Box Number 2702  
c/o Sales Management

#### Market Research Man

13 years in market research recently augmented by Univ. course that brought B.S. in Economics (Marketing Major) Seek research job with sales organization. Write Box 2703, Sales Management, 386-4th Ave., New York 16, N.Y.

## Readers' Service Can Furnish These Reprints

PLEASE SEND REMITTANCE with order to Readers' Service Bureau, SALES MANAGEMENT, 386 Fourth Ave., New York 16, N.Y. These reprints may be ordered by number.

### NEW REPRINTS

212—Who Killed Waltham? by Lawrence M. Hughes. (Price 25c)

211—Will Sampling Techniques Work for Industrial Sales Research? by Francis Juraschek. (Price 10c)

210—A Portfolio On Point-of-Sale Merchandising. (Price 50c)

209—Our Salesmen Can Design Tools, But They Sell Profits, Not Machines. (Price 10c)

208—Trouble Spots in Sales: How We Localize and Cure Them, by Sumner J. Robinson. (Price 25c)

207—Who's Who of Department Stores in New York Buying Groups. (Price 25c)

206—A Primer For Contest Sponsors. (Price 5c)

205—When You're on the Blacklist Because You've Botched a Sale, by Harry G. Swift. (Price 10c)

204—Ten Major Reasons Why Salesmen Fail, by Burton Bigelow. (Price 10c)

203—What's Your 1950 Sales and Merchandising Batting Average? by Robert Haydon Jones and Richard S. Winship. (Price 10c)

202—What 2,000 Industrial Buyers Told Us About How They Purchase. (Price 5c)

201—What Do Purchasing Agents Want From Salesmen? by Charles E. Colvin, Jr. (Price 10c)

200—No More Company-Owned Cars For Sterling's 600 Salesmen, by A. B. Ecke. (Price 10c)

### MISCELLANEOUS REPRINTS

The following miscellaneous reprints are also available, until present limited stocks are exhausted. (Price indicated.)

85c for Product Research; Only 15c for Market Research. Why? by Philip Salisbury. (Price 10c)

Hiring and Training Today: a Full Report of the NSE Survey. (Price 50c)

Does It Pay to Repeat an Ad? Tests Say "Yes!" (Price 5c)

Adventure With An Illiterate, the eighth of the group of merchandising articles, by Lionel B. Moses. (Price 5c)

Adventure With Betty Crocker, the seventh of the group of merchandising articles, by Lionel B. Moses. (Price 5c)

Adventure With a Cookie, the sixth of the group of merchandising articles, by Lionel B. Moses. (Price 5c)

Adventure With a Wagon Jobber, the fifth of the group of merchandising articles, by Lionel B. Moses. (Price 10c)

Adventure With Two Jars, the fourth of the group of merchandising articles, by Lionel B. Moses. (Price 5c)

Adventure with Sunkist, the third of the group of merchandising articles, by Lionel B. Moses. (Price 5c)

Adventure with a Baby Carriage, the second of the group of merchandising articles, by Lionel B. Moses. (Price 10c)

Adventure With Aunt Jemima (An answer to the question, "What can we do at the dealer level to make our national advertising more effective?")—the first of a group of articles on merchandising, by Lionel B. Moses. (Price 10c)

Quiet Talk to the Salesmen About Self-Training, by Neil M. Mathews. (Price 5c)

Ring the Cash Register When You Ask for a Training Budget! by B. K. Moffit. (Price 10c)

75% of Our Sales Engineers Upped Earnings with Incentive Pay, by James W. Brady. (Price 5c)

A Training Expert Has His Say In the "War of Words," by David R. Osborne. (Price 5c)

When Dealers Ask Salesmen, "How Do Your Ads Pay Off for Me?" by Alexander Klein and Morris I. Pickus. (Price 10c)

Does Increased Promotion Pay Off When General Business is Receding?, by Philip Salisbury. (Price 10c)

13 Commandments for the Successful Conference Leader, by James F. Bender. (Price 10c)

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Agency: George H. Hartman Company		Agency: Arthur W. Sampson Co., Inc.			
Chicago Tribune	4th Cover	New York News	77		
Agency: N. W. Ayer & Son, Inc.		Agency: L. E. McGivern & Co., Inc.			
Cleveland Plain Dealer	21	Oil Paint & Drug Reporter	60		
Agency: Lang, Fisher and Stashower, Inc.		Agency: Van Diver & Crowe, Inc.			
Cleveland Press	18	Oxford Paper Co.	97		
Agency: Fuller & Smith & Ross, Inc.		Agency: Charles W. Hoyt Company, Inc.			
Columbia Broadcasting System, Institutional	12-13	Parade Magazine	16-17		
Consolidated Lithographing Co.	53	Agency: Robert W. Orr & Associates, Inc.			
Agency: The Wesley Associates		Pittsburgh Press	14		
Dell Publishing Co.	93	Puck, The Comic Weekly	68-69		
Agency: Robert W. Orr & Associates, Inc.		Agency: Robert W. Orr & Associates, Inc.			
Detroit Free Press	1	Remington Rand, Inc.	5		
Agency: Livingstone Porter Hicks		Agency: Leeford Advertising Agency, Inc.			
Detroit News	29	Rising Paper Co.	87		
Agency: W. B. Doner & Company		Agency: J. M. Mathes, Incorporated			
The Dobeckman Co.	82	Rohm & Haas Co.	79		
Agency: Fuller & Smith & Ross, Inc.		Agency: John Falkner Arndt & Company, Inc.			
F. W. Dodge Corp.	81	St. Joseph News-Press & Gazette	89		
Reuben H. Donnelley Corp.	109	St. Petersburg Times	28		
Dow Chemical Co.	64A	Sales Review	86		
Agency: MacManus, John & Adams, Inc.		Sales Tools	118		
Eagle Rubber Co., Inc.	91	Sioux City Journal & Journal Tribune	30		
Agency: Sweeney & James Co.		W. R. C. Smith Publishing Co.	105		
Electronic Devices, Inc.	60	Agency: Kirkland-White & Schell			
Agency: Schram Company, Inc.					
Elks Magazine	20				
Agency: Wilhelm-Laughlin-Wilson and Associates, Adv.					
Family Circle Magazine	75				
Agency: French & Preston, Inc.					
First Three Markets Group	34				
Agency: Anderson, Davis & Platte, Inc.					
Florida Newspapers	117				
Agency: R. E. McCarthy Advertising Agency					
Forbes Lithograph Mfg. Co.	64B				
Agency: James Thomas Chirurg Company, Inc.					
Wm. J. Ganz Co.	28				
General Binding Corp.	20				
Agency: Homer J. Buckley & Associates, Inc.					
Grey Mfg. Co.	57				
Agency: Erwin, Wasey & Company, Inc.					
John Handy Organization	2nd Cover				
Agency: Campbell-Ewald Company, Inc.					
Home Owners' Catalogs	81				
Agency: J. M. Hickerson, Inc.					
Sealyler Hopper Co.	49				

## TEXAS

Top flight sales executive, 48, personal, producer, aggressive, organizer; highest type unblemished references; experienced general merchandise, foods, industries. Open for incentive arrangement with top concern seeking to improve Southwestern position. P. O. Box 2803, Dallas, Texas.

## LARGE MANUFACTURER

of a proprietary item is seeking the services of an energetic Sales Manager. Man selected must have sound experience in technical sales, distributor marketing and general sales administration.

This is a genuine opportunity of unusual scope offered by a company relatively young but whose successful growth and leadership is the talk of the drug trade throughout the Southland. The company is large enough to provide ample opportunity for an ambitious and experienced executive and small enough to assure proper recognition of accomplishments.

Describe your background fully in first letter.

All replies will be held in strictest confidence.

Box 2701

SALES MANAGEMENT

# COMMENT

## THAT STUTZ BEARCAT FEELING— AND TELEVISION TOO

America really is rolling. We're talking now about that hardy perennial favorite, the family car. Much to the amazement of the auto industry itself, it appears that Americans individually and collectively are trying to bust a gusset in their enthusiasm for 1950's models. Never has the appetite for cars been greater. Chevrolet's production is way up this year; a year ago Chevy thought it was doing well. True, not every manufacturer is riding the auto boom, but the public is giving a fast whirl to its privilege in a free market to plunk its money down for the car of its choice.

What's all the buying excitement about? Detroit, for one, would like to nail down the reasons. Most of those who are employed are receiving good wages. Credit, to be sure, is quite easy to come by. If you're a veteran needing a car for business purposes, you can pick up your favorite model and make, with nothing down and three years to pay. In some quarters, there's the feeling that perhaps credit is just a little bit too easy. Especially, when viewed in the light of *Parade's* Arthur H. (Red) Motley's definition of durable goods: "Anything that lasts until the final instalment is paid."

Whatever serious reasons the experts come up with there is no disputing the fact that auto makers continue to be in their happy prewar position of turning out America's most wanted commodity. Pride of ownership—whether it be a jalopy badly in need of a Simoniz or a Fleetwood Cadillac—still is no less a compelling reason for purchasing a car than its inherent utility. Auto makers have lost none of their psychological insight into the desires of American buyers.

Would it be America without that old Stutz Bearcat feeling?

—Now about TV in the rumble seat: As RCA's up-from-the-ranks David Sarnoff pointed out the other day to his stockholders, never has an industry matched TV in its speed in reaching the billion-dollar-a-year rate.

The TV boom in the middle of the auto industry's greatest production achievement is a true phenomenon. The side-by-side headlong rush of both industries is one of the most improbable aspects of business. People's enthusiasm to ride in today's moderns and still lay out \$299.95 for a TV set when they'd quibble about buying a \$19.95 table model radio prewar, surely must puzzle foreign visitors.

Who said there aren't any more modern industrial areas to develop?

## SALUTE TO NSE

The hardy band of 29 farsighted pioneers who gathered in New York City back in 1935 to found what now has grown into the National Sales Executives, Inc., are fully entitled to a little glow of pride as they see hundreds of

1950's sales chiefs head for the annual confab in Detroit on May 22-24.

The machine tool builder, the brewer, the plastics producer, and the baker long ago found that they have common professional problems, though their products run the gamut of business. It's only in the minutiae that their problems differ; in the management aspects of their jobs they all speak the same language.

The vast expansion of city-wide and regional sales rallies, clinics, and conventions, and the annual convention of the NSE itself just in the past year attest to the need for places to exchange marketing ideas.

With the recent trip to England of 11 American sales executives, this idea of cross-fertilization is now on an international basis. Modest as the scope of the English trip was, it was not without its detractors who saw little good, and perhaps some harm, in showing the English how to close the dollar gap by selling in America as Americans sell. But the founding of what is now NSE was not without its doubting Thomases.

As the founders of NSE get a little grayer, a new generation is coming into leadership at all levels. The not-so-old-timers welcome them.

## IN PLAIN SIGHT

For one of the most precise expositions of advertising as a sales tool we suggest that you turn to page 94 of this issue. There you'll find an explanation of why "Du Pont Places Hundreds of Ads . . . for 5 Sales Objectives."

Although Du Pont is a vast corporation, marketing thousands of products, it's significant that its sales-advertising management finds that its advertising problems can be reduced to five common denominators. They are:

1. Exploratory Selling: determining whether or not a market exists, or to what extent it exists.
2. Introductory Selling: introducing new products or improvements in products.
3. Extension or Expansion Selling: selling more of a product by adding new users, or encouraging new users.
4. Holding Type of Selling: maintaining position in an established market or a declining market.
5. Educational Selling: explaining or giving facts on products or policies, which, when known, will increase goodwill and induce people to buy.

These lucid definitions of sales-advertising objectives doubtlessly have their beginnings in the natural personal selling and service-mindedness of Du Pont. The company's thousands of products require technical selling.

Du Pont's large use of space is a tribute to the ways in which advertising can be applied to carry part of the sales load in technical selling. Du Pont is one of the few multi-million-dollar industrial advertisers. It pays to keep five clearly stated objectives in plain sight.